TEXAS PROJECT DELIVERY FRAMEWORK

FW100

Framework Fundamentals

Version 1.8 – July 17, 2012

WWW.DIR.STATE.TX.US/MANAGEMENT/PROJECTDELIVERY/PROJECTFRAMEWORK

TEXAS PROJECT DELIVERY FRAMEWORK

Introduction

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Agenda

- Objectives
- Resources
- Framework Overview
- Review Gate: Business Justification
- Review Gate: Project Planning
- Review Gate: Solicitation & Contracting
- Review Gate: Project Implementation
- Review Gate: Benefits Realization
- Submission Requirements
- Statewide Practices that Promote Alignment
- Status of the Framework
- Conclusion

Objectives: Today's Training

AFTER COMPLETING THIS CLINIC, YOU SHOULD BE ABLE TO

- Describe the Framework purpose, guidance, tools, and limits
- Describe the role of the agency head and other roles
- Describe the Framework flow
- Recognize assistive and reference resources (Quick Reference, etc.)
- Describe the Framework's five review gates
- Classify types of key questions for each gate
- Associate deliverables with each gate
- Interpret activity flows for each gate
- Identify submission requirements
- Identify statewide practices that promote alignment with agency project management practices

Objectives: Out of Scope

- Project Management Practices

Resources

CONTACT INFORMATION

- projectdelivery@dir.texas.gov

WEB INFORMATION

- www.dir.state.tx.us/management/projectdelivery/projectframework

FRAMEWORK HANDBOOK

- Printed version of the Framework

FRAMEWORK QUICK REFERENCE

See Handout!

- Highlights submission information

INFORMATION E-MAIL LISTS

- DIR Policy: lists.state.tx.us/mailman/listinfo/dir-policy

ADDITIONAL RESOURCES

- www.dir.state.tx.us/management/projectdelivery
- www.dir.state.tx.us/management/projectdelivery/projectframework/Pages/Resources.aspx
- www.sao.state.tx.us/training

TEXAS PROJECT DELIVERY FRAMEWORK

Framework Overview

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Top Misconceptions

BASED ON STATEWIDE PERSPECTIVE AND OBSERVATION

Misconception	Reality
Framework is set in stone	Statewide change management mechanisms exist
Framework is the project management methodology	Framework is a toolset
Project deliverables are documents only	Project deliverables represent activities and outcomes
Framework or Quality Assurance Team dictates project management practices or outcomes	Agency defines project management practices and outcomes
Programs and projects are managed the same	Whether to manage effort as program or project is a critical decision
Agency involvement with procurement projects is minimal	Agency drives business outcomes that involve procurement

A Big Concern

Too much focus on technology details at the expense of *business outcomes* while delivering technology-based solutions

AGENCY LEVEL

***business outcomes**: the results of the project that improve the ability of the organization to achieve its mission. Outcomes may include things such as fulfilling broad organization goals, attaining specific operational objectives, and providing specific, measurable operational improvements*.

STATEWIDE LEVEL

The 79th Texas Legislature adopted landmark IT legislation (HB1516), including a project delivery framework, effective September 1, 2005.

What is the Framework?

- **Establishes a consistent, statewide method for project selection, control, and evaluation aligned with business goals and objectives**
- **Shifts focus from technology details to prioritized business goals and outcomes**
- **Requires involvement of agency heads and other executive leaders**
- **Ensures a process to**
  - Justify a project, including alternative solutions
  - Plan a project
  - Outsource a project
  - Implement a project
  - Assess a project

The Framework is…

- **Guidance**
- **Toolset**

for

MAJOR IR PROJECTS

TX GOV'T CODE §2054.003 (10)

and

MAJOR CONTRACTS

TX GOV'T CODE §2054.301 (b)

Framework Design: What is Provided?

- **Guidance and a toolset for delivering projects, including:**
  - Templates
  - Questionnaires
  - Checklists
  - Guidelines
  - Instructions
  - Activity Flows

- **Guidance also available as a printed handbook**

Framework Design: What Type of Tools are Provided?

- **Currently includes three types of tool:**
  - Required
    - Must be used and approved
    - Must sometimes be submitted to a state-level entity
  - Supplemental
    - Must be used or replaced by an equivalent tool that serves the same purpose and intent
    - When an equivalent tool is used, it must include, at a minimum, the information identified in the Framework supplemental tool it is replacing
    - Must sometimes be submitted to a state-level entity
  - Extensions
    - May be used to fit specific project and business needs
    - Are not required to be submitted

Framework Design: Deliverables Big Picture

AGENCY LEVEL

STATEWIDE LEVEL

Activities, Processes, and Tools

Create, Approve, and Submit Project Deliverables

Activities, Processes, and Tools

Approve, Review, and Monitor Projects

Framework Design: Main Purpose

- **Blends business with technology by engaging those typically not involved in technology-based solutions**
- **Helps agency heads to assess the agency's ability to manage state investments by**
  - Focusing on technology alignment with business goals and objectives
  - Providing guidance for assessment and approval
  - Establishing a clear line of accountability
- **Works in concert with existing agency-level project management practices (e.g., project management methodology, program governance)**
- **Provides the *what*, not the *how***
- **Establishes an approach that promotes flexibility of use**

Framework Design: Flexibility of Use

- **Allows latitude for expansion to fit agency and project business needs**
- **Emphasizes customizing use and not the actual tools**
- **Promotes overall goal of establishing a common, statewide project delivery dataset**
- **Addresses all types of technology-based projects, including:**
  - System operations
  - Telecommunications
  - System development
  - Software deployment

Framework Design: Integration with Industry Standards

- **Integrates use of various industry standards – no single standard fits all project needs completely**

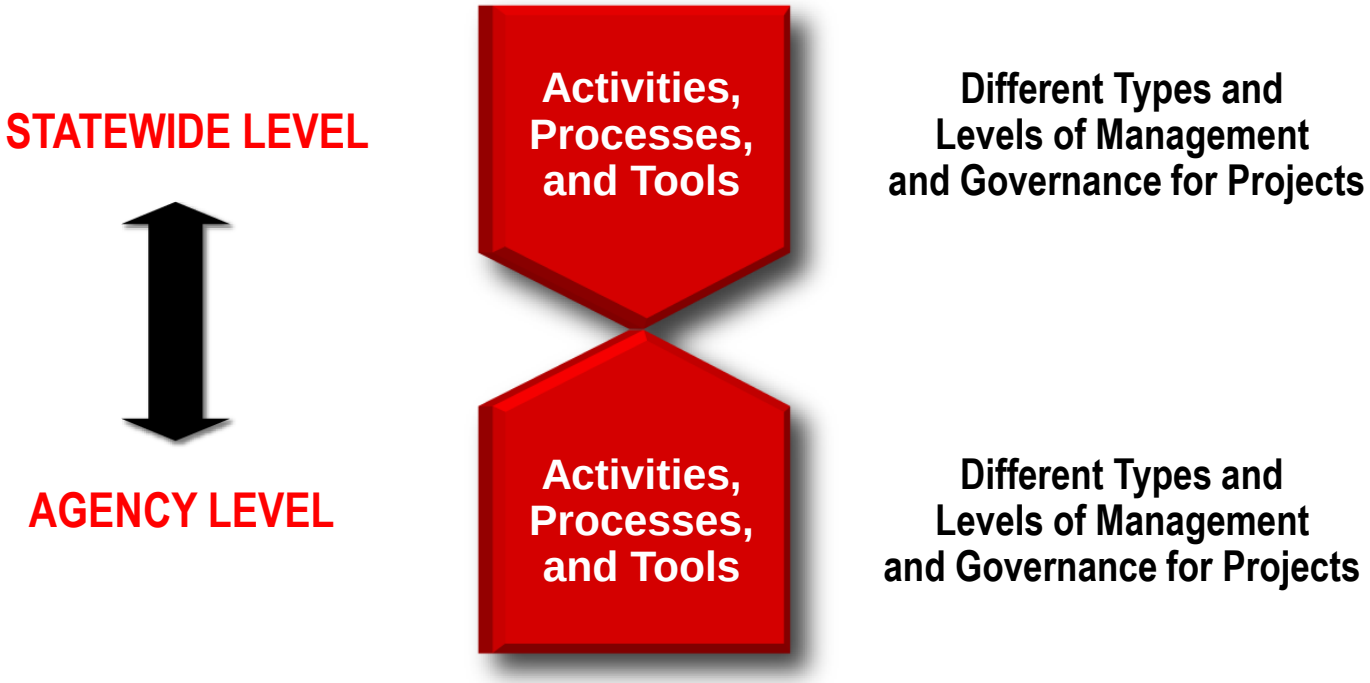
- **Draws from existing, proven professional organizations and standards, such as:**
  - Institute of Electrical and Electronics Engineers (IEEE)
  - Project Management Institute, sponsors of Project Management Body of Knowledge (PMBOK)
  - International Organization for Standardization (ISO)

Framework Design: What is Not Provided?

- **A project management methodology (PMM)**
- **Specific agency-level structures and processes as part of project management practices, unless mandated**
- **Specific guidance for project requirements, such as:**
  - Security
  - E-records
  - Accessibility
  - Privacy

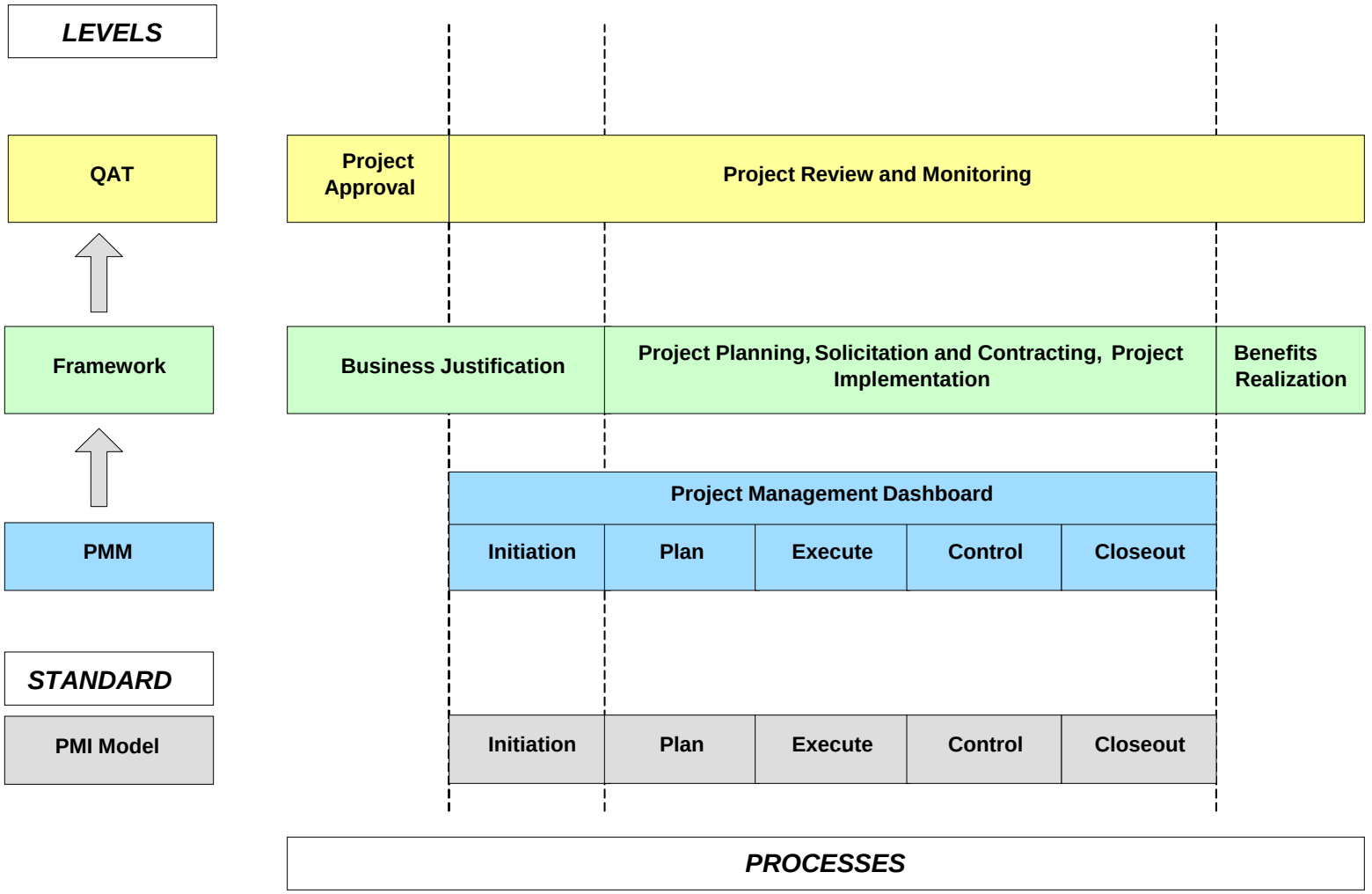
Framework Extensions may address these requirements in the future

Framework Design: Agency/State Big Picture



- **Agency must understand internal project management practices for activities such as:**
  - Project selection and approval
  - Change control
  - Contract management
  - Submission requirements

Framework Design: Agency/State Big Picture



TEXAS PROJECT DELIVERY FRAMEWORK

Roles and Responsibilities Overview

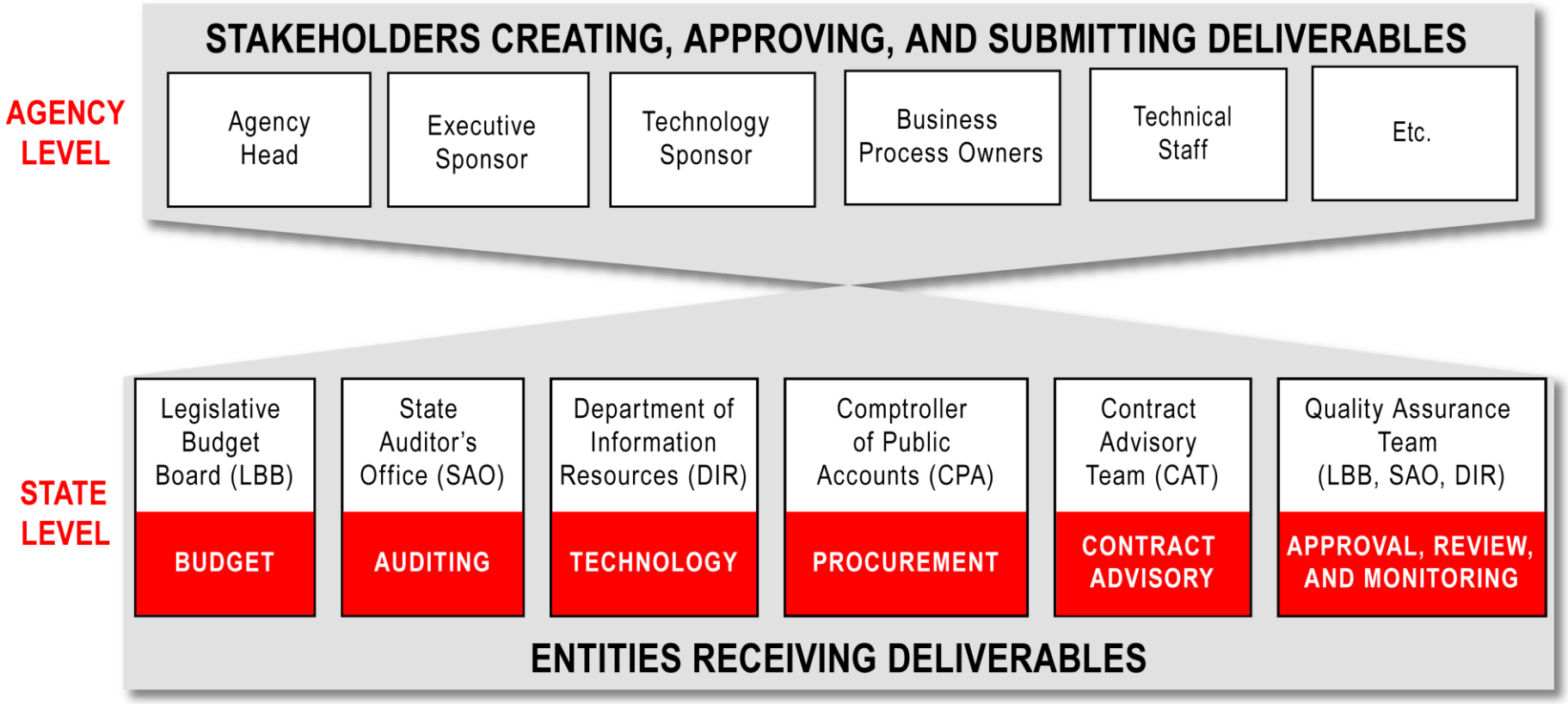
- **Certain roles are required during project delivery, as specified in the:**
  - Approval signatures, located on tool signature page
  - Framework Quick Reference
  - Statute

- **Unless specifically identified and required, each agency defines approval signatures**

- **When specifically identified and required, other approval signatures may be added**

- **Roles may vary based on the individual project, agency, and business needs**

Who is Involved?



Roles and Responsibilities

AGENCY HEAD

Roles and responsibilities include

- **Ensures business solution is aligned with state and agency business goals and objectives**
- **Ensures careful assessment of business outcomes**
- **Approves all business outcomes that result from activities**
- **Decides whether a project is ready to proceed to the next project delivery stage**
- **Ensures key questions regarding business outcomes can be answered accurately based on supporting project evidence**

Roles and Responsibilities

EXECUTIVE SPONSOR

Roles and responsibilities include

- **Is a non-IT senior-level manager**
- **Oversees project delivery from a business perspective**
- **Maintains the agency's goals and missions as projects and alternatives are selected, prioritized, and implemented**
- **Charged with chartering the project team to ensure all resources are fully understood and committed**
- **Ensures proper monitoring and efficient project management and communicates all progress to stakeholders**

Roles and Responsibilities

TECHNOLOGY SPONSOR

Roles and responsibilities include

- **Is the IT senior-level manager, typically the IRM (information resources manager)**
- **Oversees project delivery from a technology perspective**
- **Ensures the technology solution is aligned with the agency's goals and missions**
- **Charged with chartering a project team that is fully committed to achieving business outcomes**
- **Ensures proper monitoring and efficient project management and communicates all progress to stakeholders**

Roles and Responsibilities

OTHER STATE-LEVEL ENTITIES

- **Legislative Budget Board (LBB)**
- **State Auditor's Office (SAO)**
- **Comptroller of Public Accounts (CPA)**
- **Texas Department of Information Resources (DIR)**
- **Quality Assurance Team (QAT)**
  - Consists of representative from LBB, SAO, and DIR
  - Performs quality assurance review, as described at qat.state.tx.us
- **Contract Advisory Team (CAT)**
  - Consists of representative from CPA, Office of Attorney General, Office of the Governor, and DIR – LBB and SAO serve as technical advisors
  - Assists agencies with improving contract management practices, in part by reviewing solicitations for major contracts
  - Publishes the Contract Management Guide (CMG)

Key Terms: What is a Project?

FIRST

- **A project is a temporary endeavor undertaken to create a unique deliverable, service, or result (PMBOK)**

- **Therefore, a project**
  - Has a definite start and end
  - Typically has not been done before
  - Involves varying levels of risk management

Key Terms: What is a Project?

SECOND

- **A project is defined in TEX GOV'T CODE §2054.003 (12) as:**

  an initiative that provides information resources technologies and creates products, services, or results within or among elements of a state agency; and is characterized by well-defined parameters, specific objectives, common benefits, planned activities, a scheduled completion date, and an established budget with a specified source of funding

Key Terms: What is a Project?

THIRD

- **Framework is currently designed for major IR projects as defined in TEX GOV'T CODE §2054.003 (10):**

  any information resources technology project identified in a state agency's biennial operating plan whose development costs exceed $1 million and that

  requires one year or longer to reach operations status;

  involves more than one state agency; or

  substantially alters work methods of state agency personnel or the delivery of services to clients;

  and any information resources technology project designated by the legislature in the General Appropriations Act as a major information resources project

- **Use of Framework is encouraged for non-major IR projects**

Key Terms: What is a Major Contract?

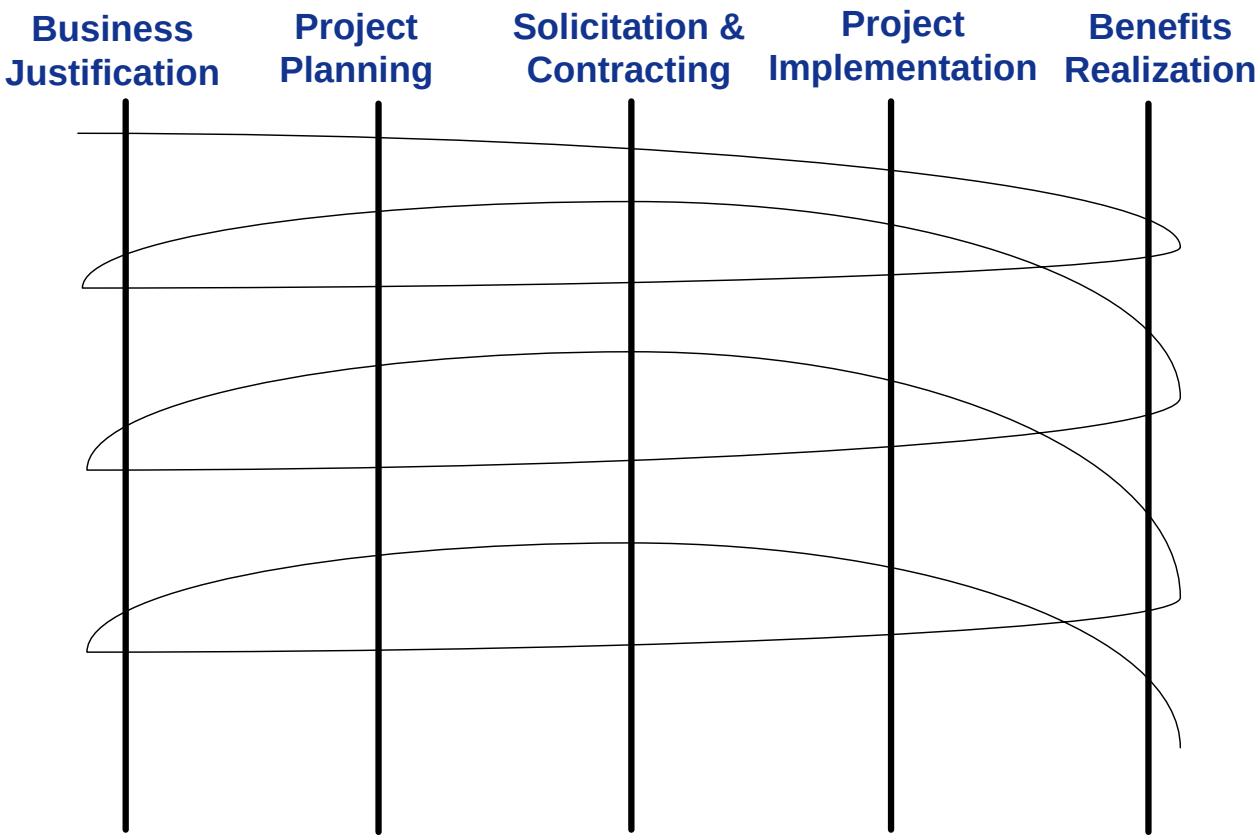
- **Framework is applicable to major contracts:**
  - TEX GOV'T CODE §2054.301 (b) states a major contract is a contract as defined in §2262.001 (4) under which a vendor will perform or manage an "outsourced function or process"
  - TEX GOV'T CODE §2262.001 (4) defines a major contract as a contract that has a value of at least $1 million
  - CMG expands the definition of a major contract to be a contract that has a value of at least $1 million during the original term of the contract, not including any renewal periods

- **"Outsourced function or process" relates to a contract for services where to perform the services the vendor must develop or acquire information resources technologies where:**
  - The information resources technologies will become a part of the agency's information resources technologies, or
  - The information resources technologies are the principal deliverable(s) under the contract

Key Terms: What is a Review Gate?

- Divides project into distinct divisions of effort
- Aligns the state's investment in a project based on approval of business outcomes at a specific point during project delivery
- Requires agency head approval based on careful assessment of whether a project is ready to proceed to the next project delivery stage
- Identifies point at which clear decisions are made about projects, such as whether to continue, modify, etc.

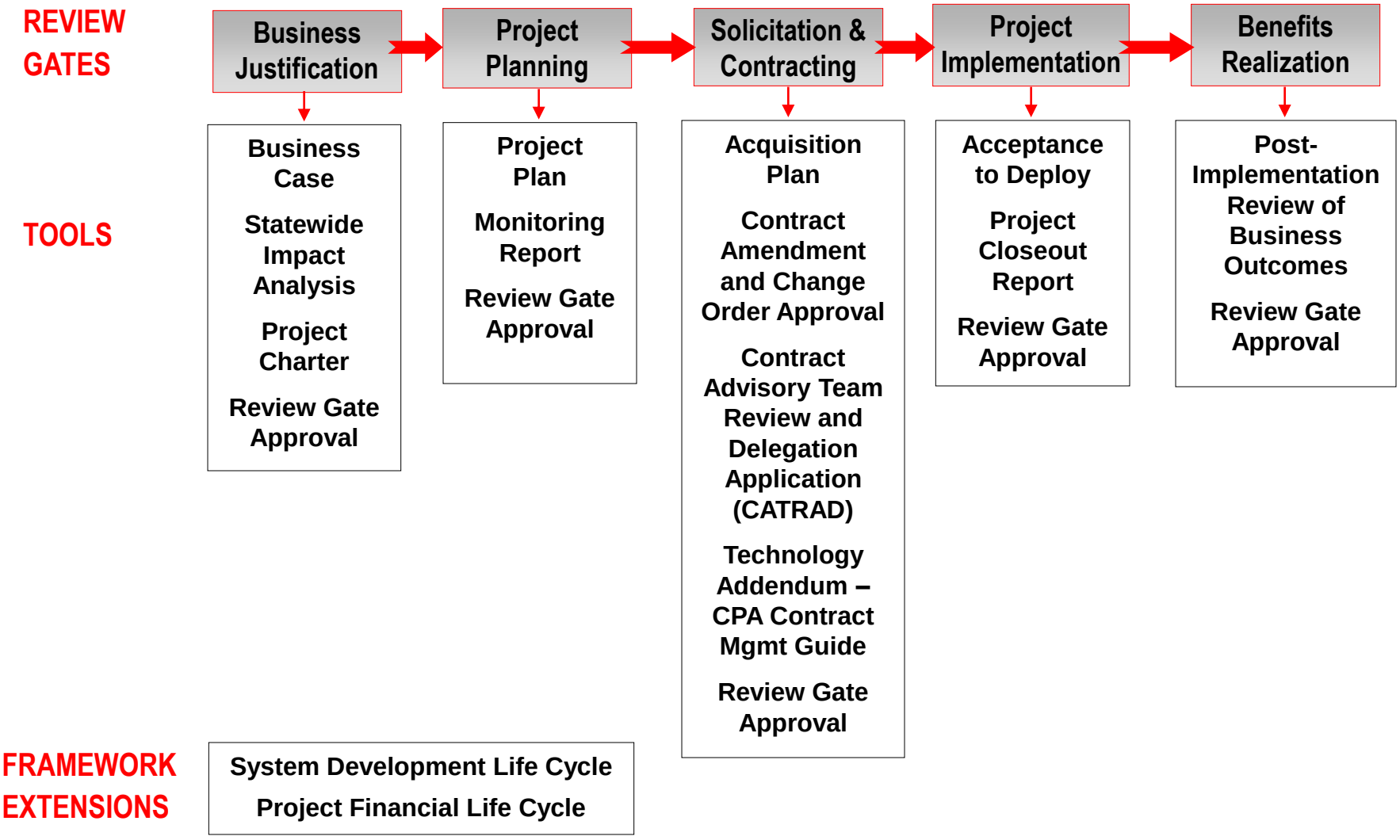
Key Terms: Iteration within Project Delivery



Iteration occurs *within* and *across* each review gate

Each review gate represents a snapshot in time

The Framework



Five Review Gates

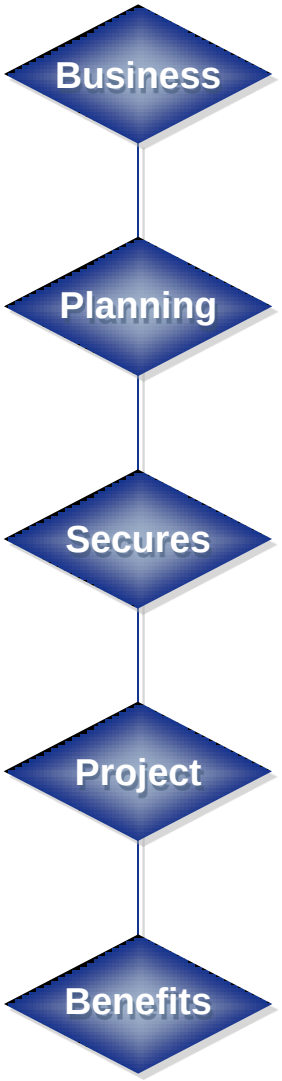
BUSINESS JUSTIFICATION: Selection and approval of the project

PROJECT PLANNING: Planning for both project management and technology-related activities and deliverables

SOLICITATION & CONTRACTING: Development and management of solicitations and contracts

PROJECT IMPLEMENTATION: Development, testing, and deployment based on project planning deliverables

BENEFITS REALIZATION: Measurement and evaluation



Can be remembered with memory aid,
"Business Planning Secures Project Benefits"

TEXAS PROJECT DELIVERY FRAMEWORK

Ten-Minute Break

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TEXAS PROJECT DELIVERY FRAMEWORK

Business Justification

FRAMEWORK FUNDAMENTALS
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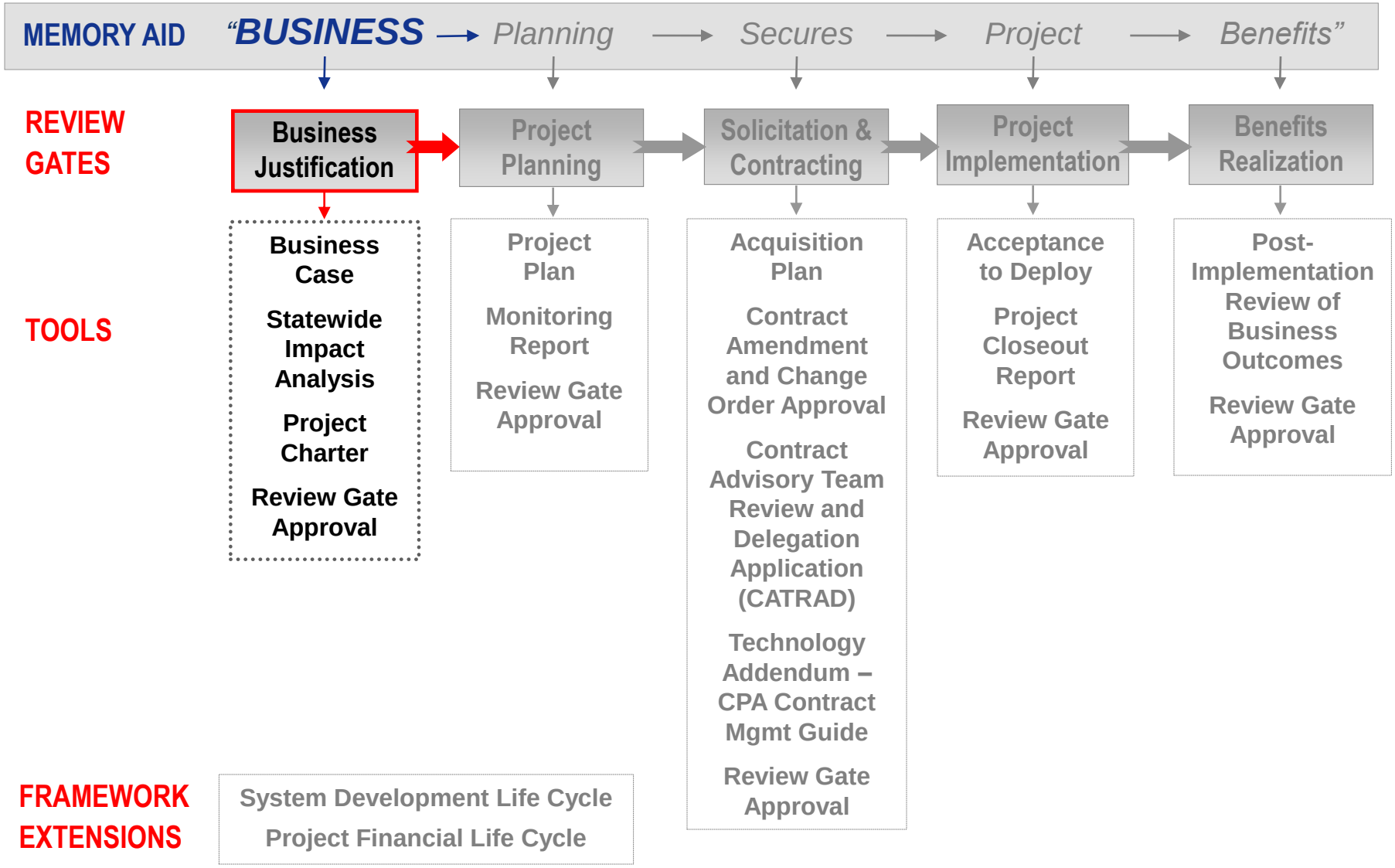
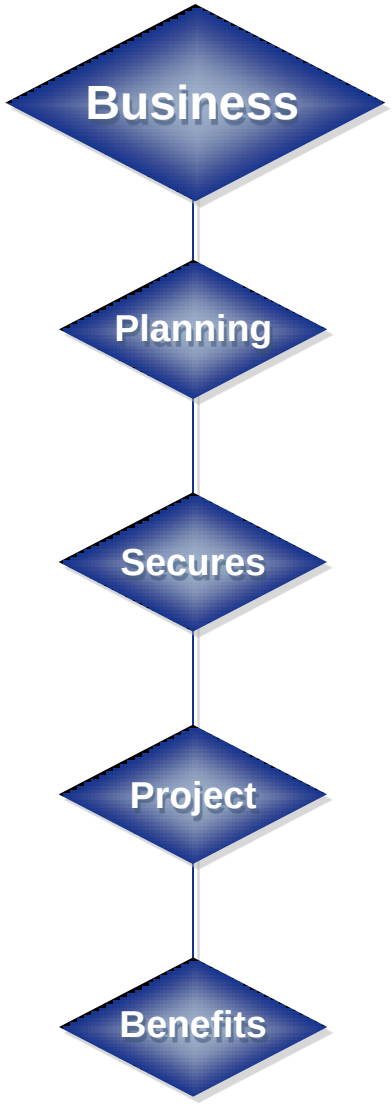
The Framework



Review Gate: Business Justification

"BUSINESS…"

- What business problem does the project solve?
- What other alternatives have been considered?
- What is the impact of not doing this project?
- What is the project's justification, in terms of expected benefits?
- When will the project deliver expected benefits and business outcomes?
- What are the opportunities for reuse of business processes and technical components?

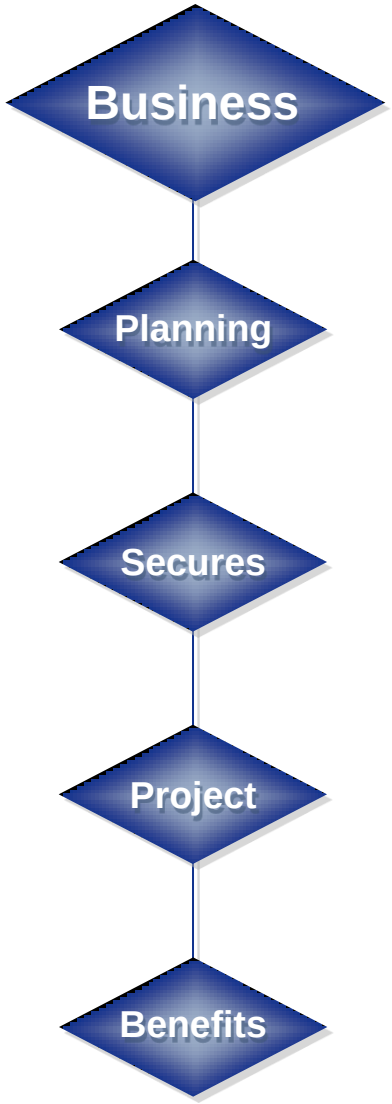


Review Gate: Business Justification

REQUIRED DELIVERABLES

- **Business Case**
  - Captures business case analysis results for selection and justification of a proposed business solution

- **Statewide Impact Analysis**
  - Provides input for assessment of the project's impact on use of statewide information technology resources

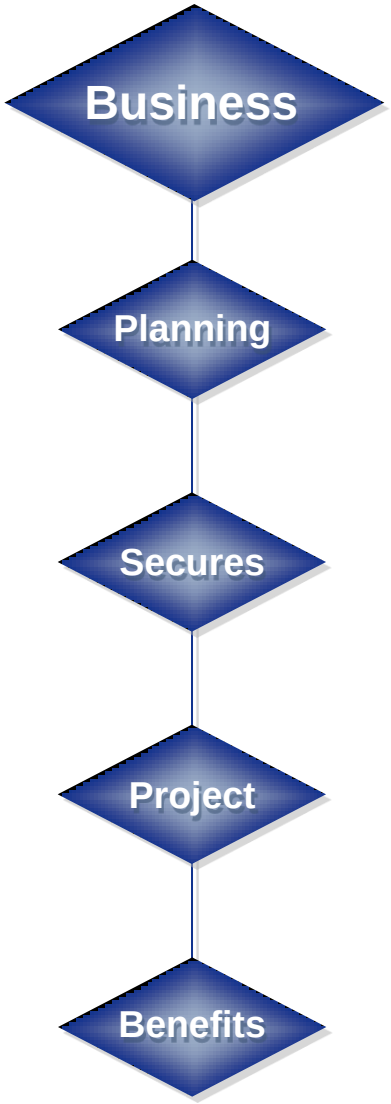


Review Gate: Business Justification

REQUIRED DELIVERABLES, continued

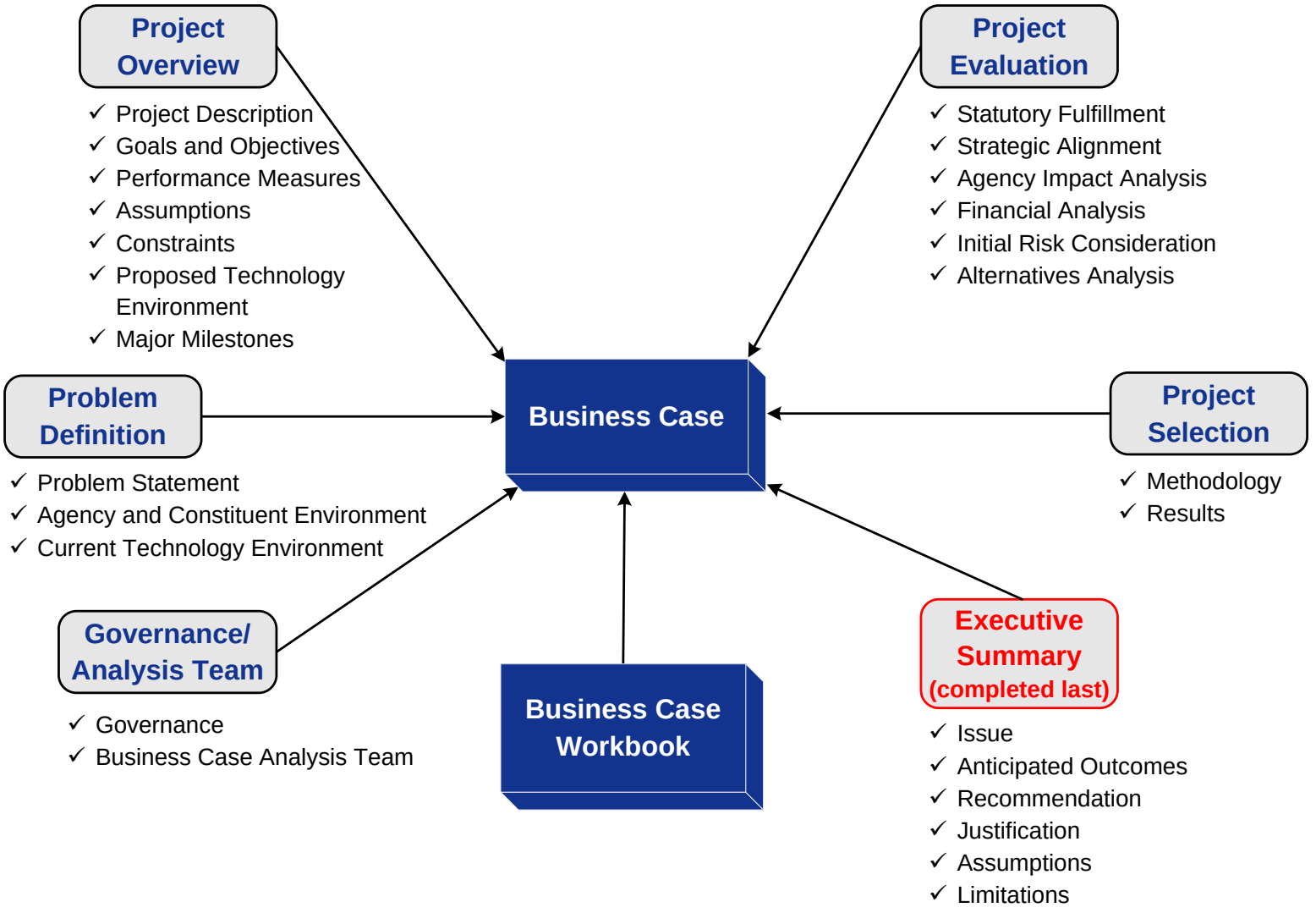
- **Project Charter**
  - Formally authorizes a project to begin

- **Business Justification Review Gate Approval**
  - Requires agency head approval at this point of project delivery



Review Gate: Business Justification

BUSINESS CASE



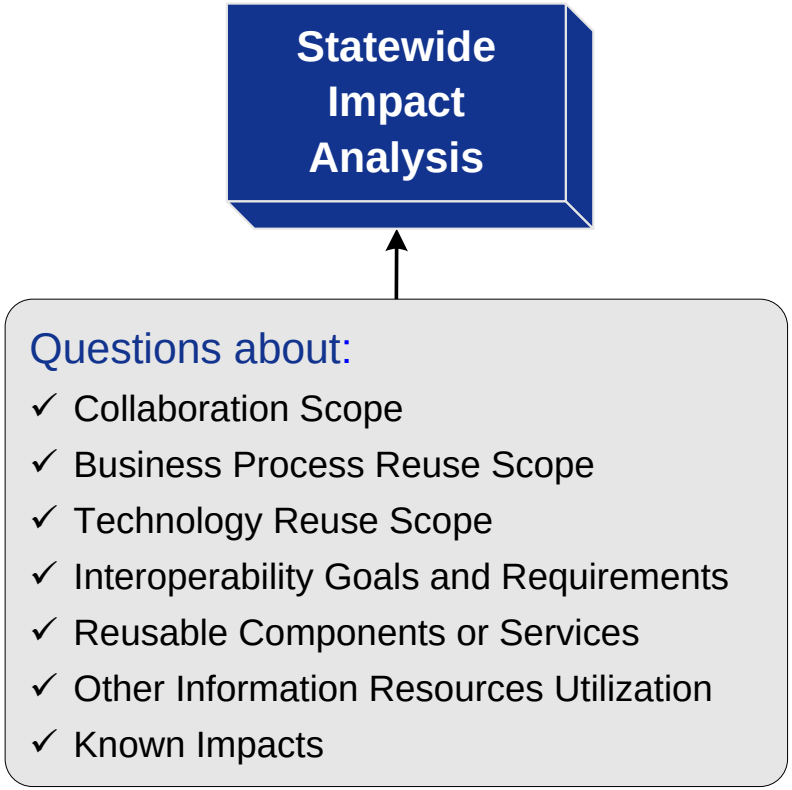
Review Gate: Business Justification

BUSINESS CASE BASICS

- **Initiate when there is a need to solve a business problem**
  - Form a business case analysis team
  - Engage all stakeholders in the business case analysis process
  - Emphasize focus on business outcomes
- **Establish a methodology for evaluation by developing a clear understanding of the qualitative and quantitative factors**
- **Finalize Business Case deliverable after completion of the Business Case Workbook**
- **Complete Executive Summary section last**

Review Gate: Business Justification

STATEWIDE IMPACT ANALYSIS (SIA)



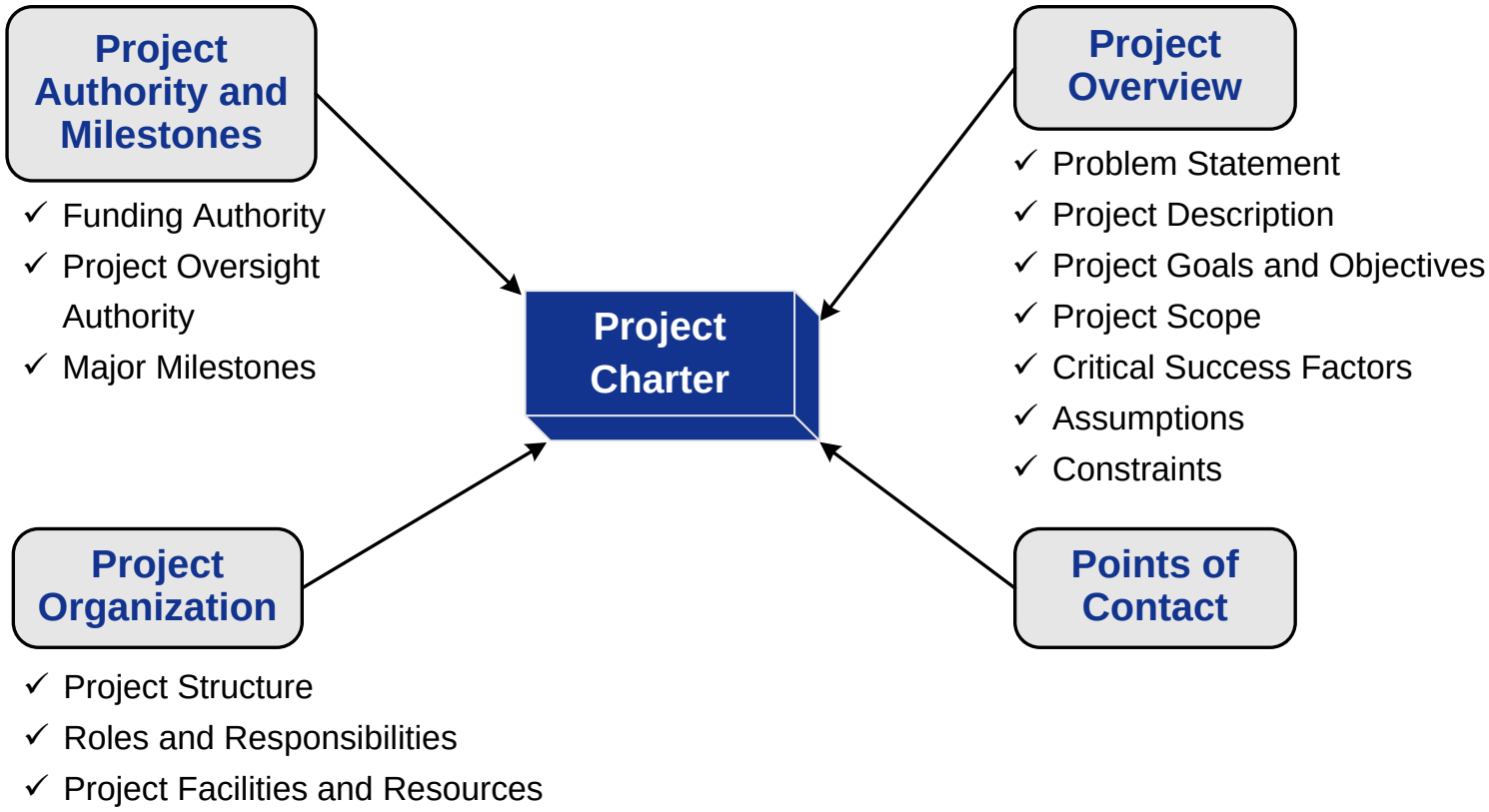
Review Gate: Business Justification

SIA BASICS

- **Note that questionnaire will evolve over time as an architecture initiative evolves**
- **Focus on early assumptions, goals, or potential for collaboration or reuse as much as possible**
- **Note that strategic goal is to:**
  - Broaden knowledge of opportunities for reuse and collaboration
  - Promote alignment to statewide goals and objectives

Review Gate: Business Justification

PROJECT CHARTER



Review Gate: Business Justification

PROJECT CHARTER BASICS

- **Authorizes project work to begin, so be sure to:**
  - Get buy-in before expending state resources
  - Engage all stakeholders in the charter process
  - Emphasize focus on business outcomes
- **Recognize stakeholder commitment is critical**
- **Focus heavily on clear definition of roles and responsibilities**

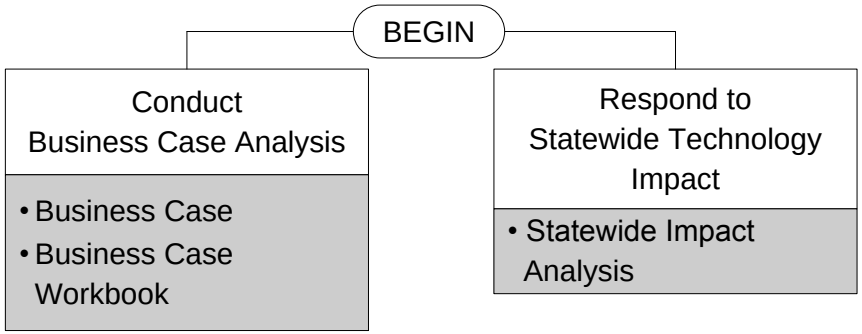
Review Gate: Business Justification

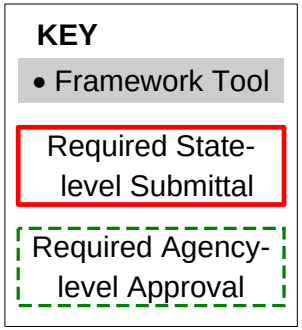
REVIEW GATE APPROVAL BASICS

- Focus on whether other alternatives have been considered
- Determine the impact of not doing the project
- Align with agency project portfolio decisions
- Clearly evaluate justification of the expected benefits
- Maximize opportunities for reuse of business processes and technical components

Review Gate: Business Justification

ACTIVITY FLOW





Review Gate: Business Justification

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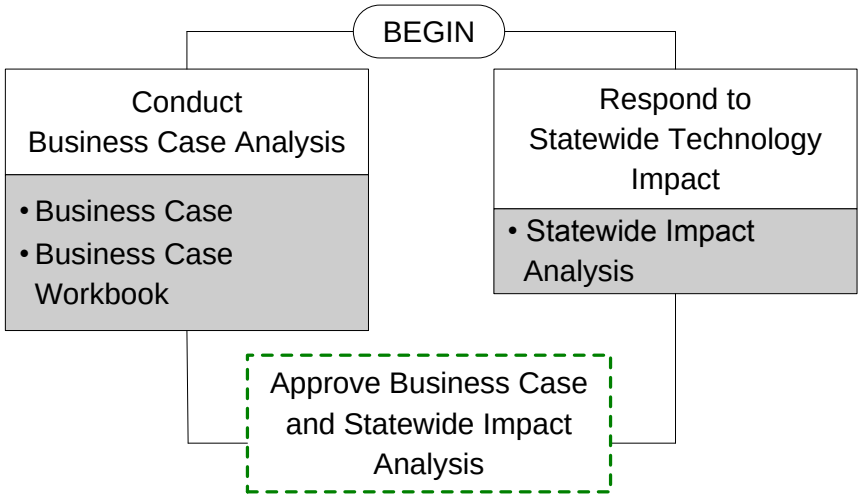

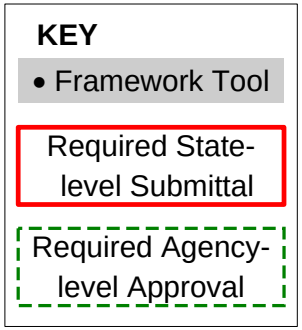

Review Gate: Business Justification

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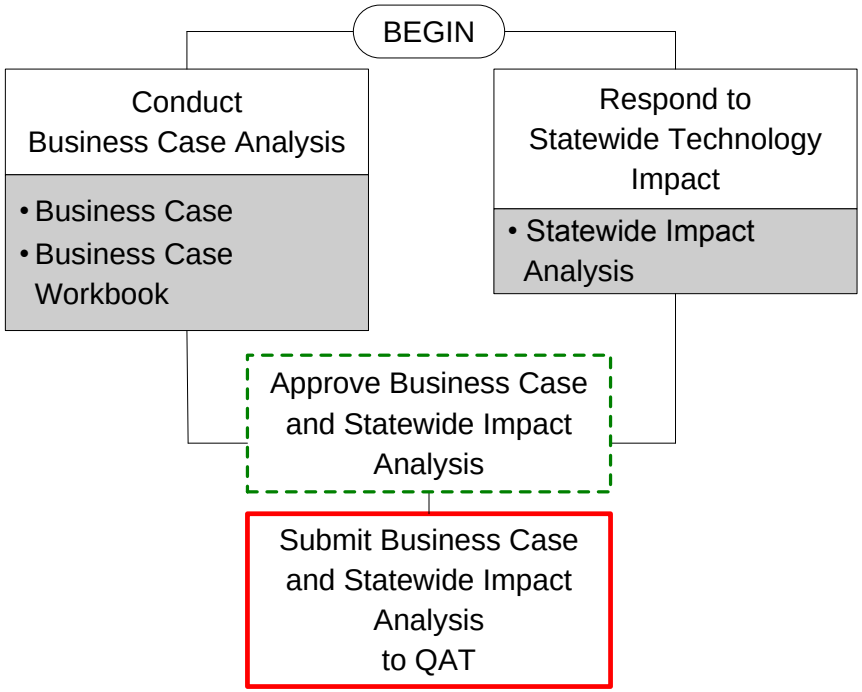

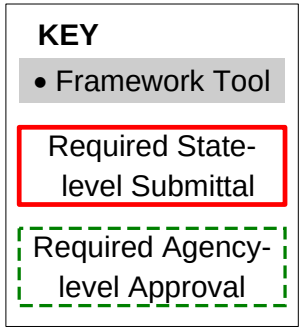

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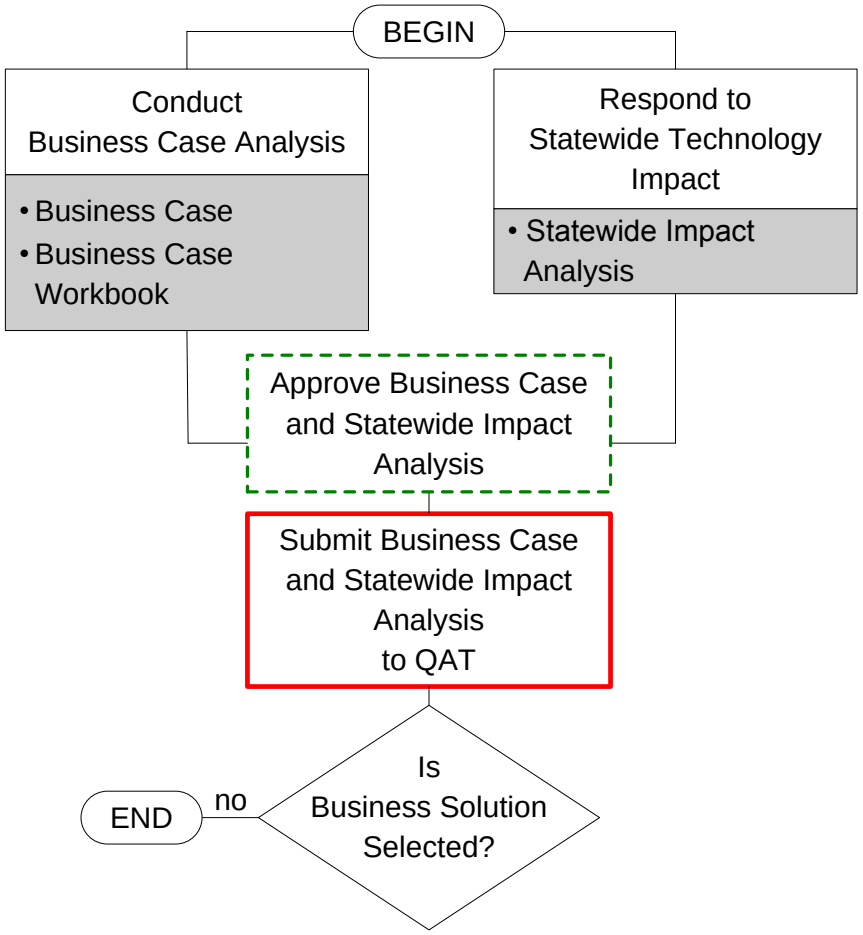

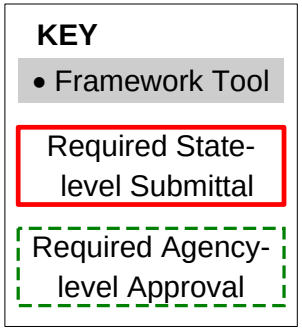

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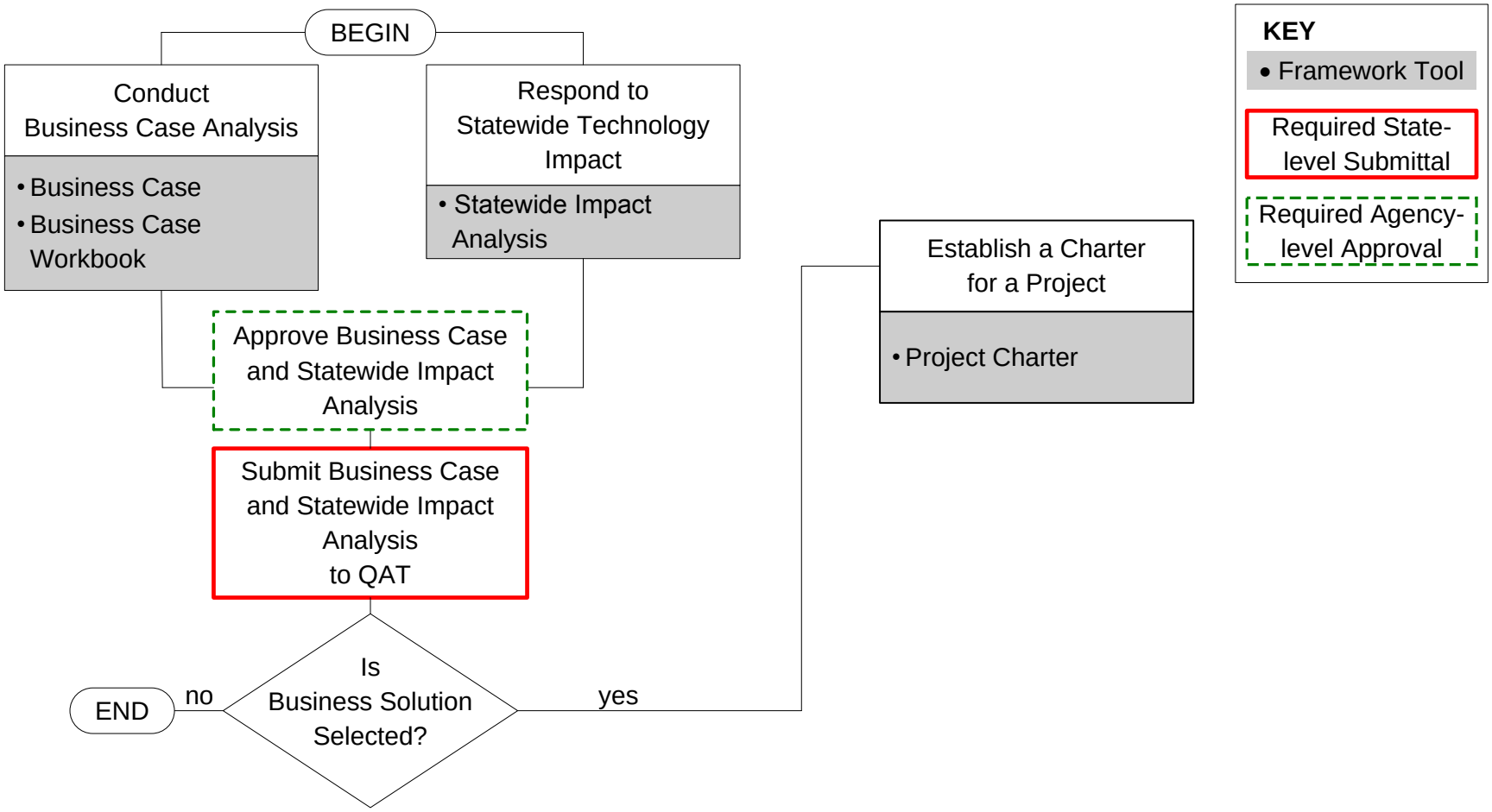

Review Gate: Business Justification

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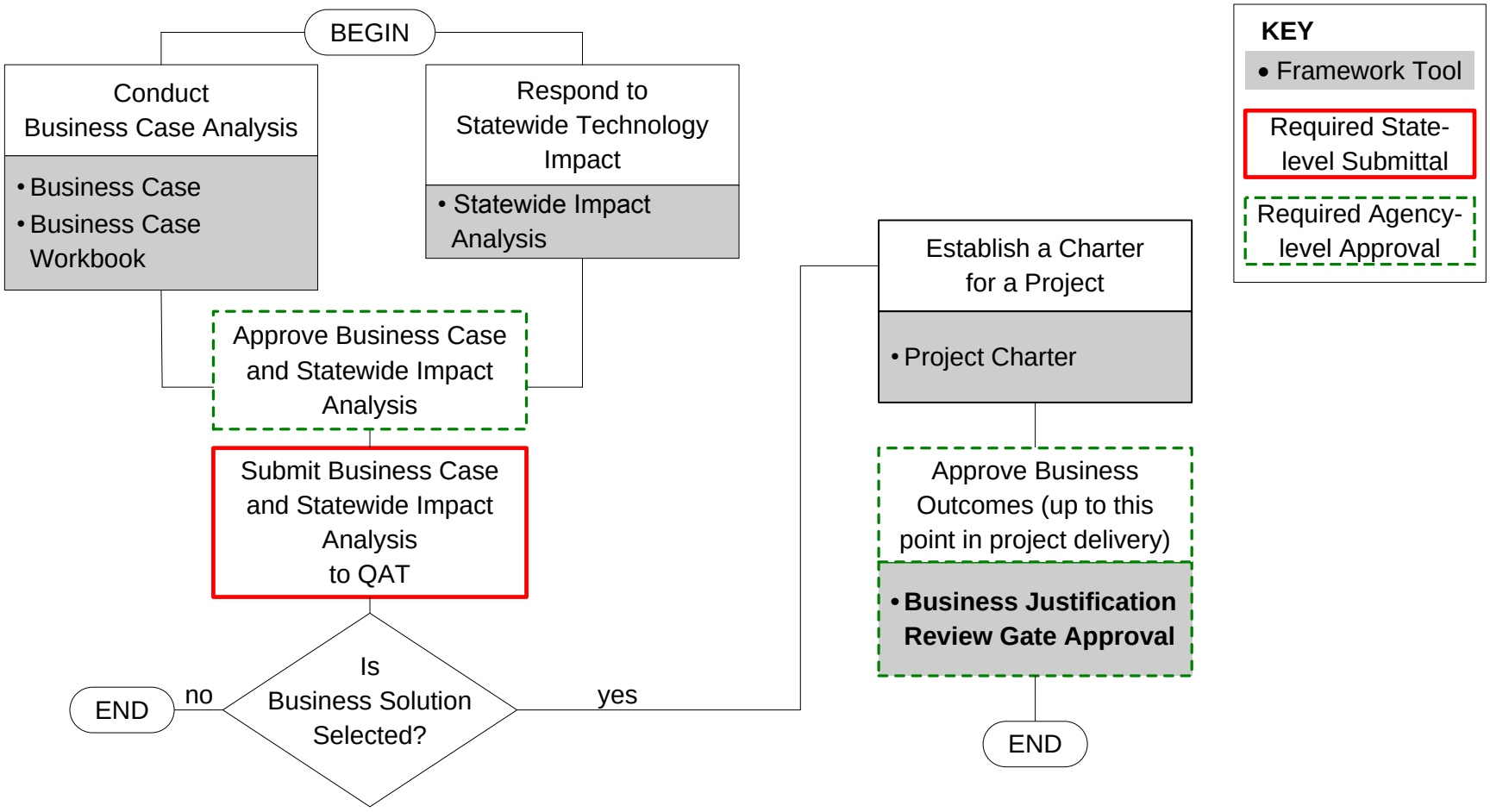
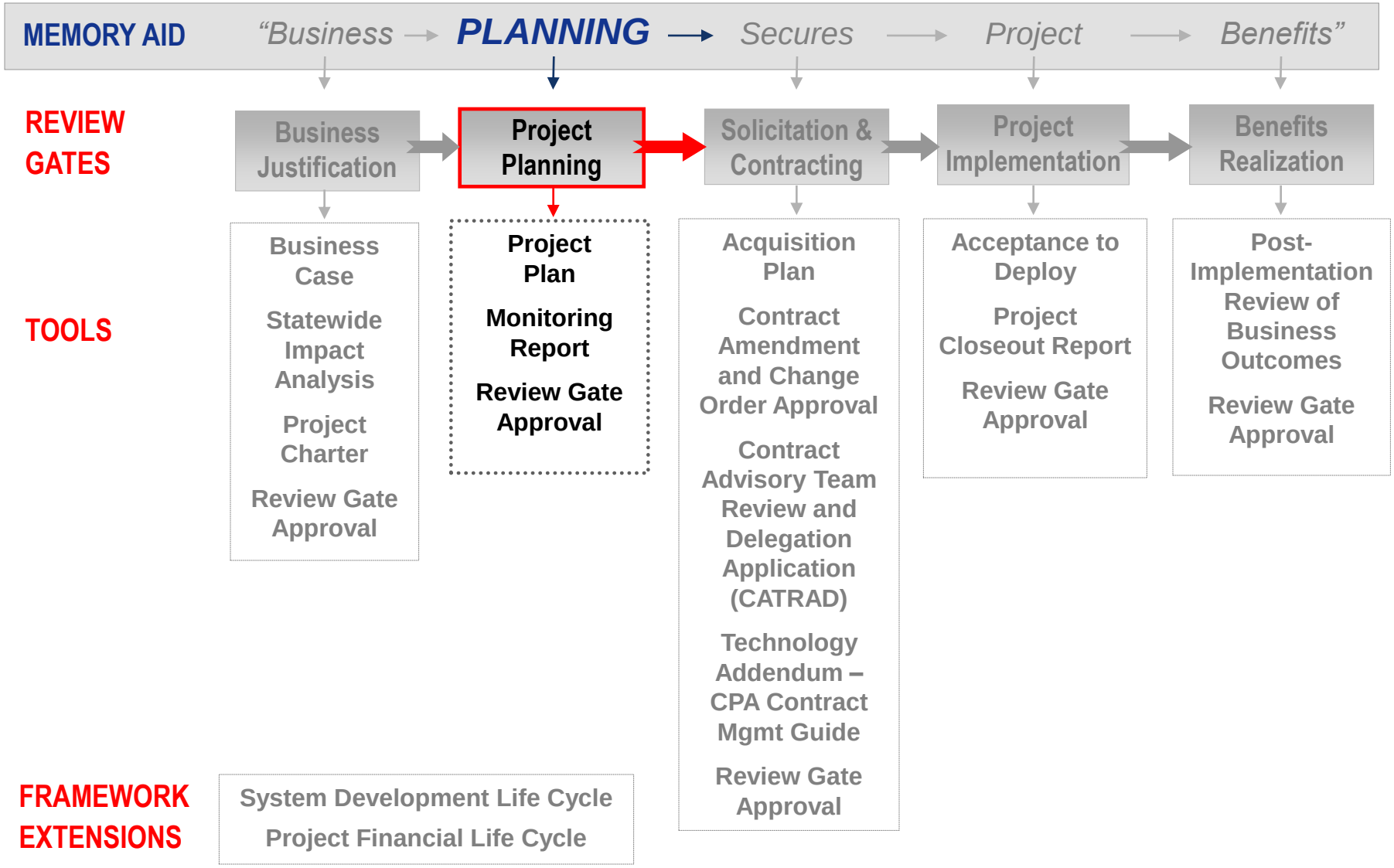


TEXAS PROJECT DELIVERY FRAMEWORK

Project Planning

FRAMEWORK FUNDAMENTALS
FW100

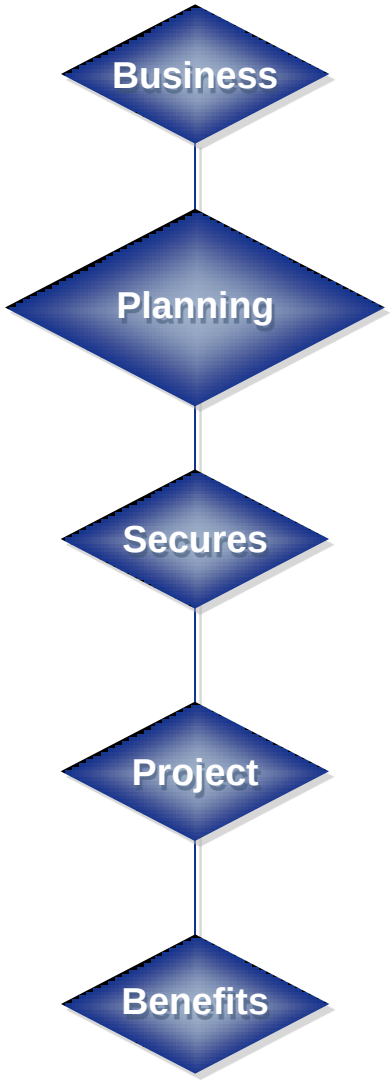
The Framework



Review Gate: Project Planning

"BUSINESS *PLANNING*…"

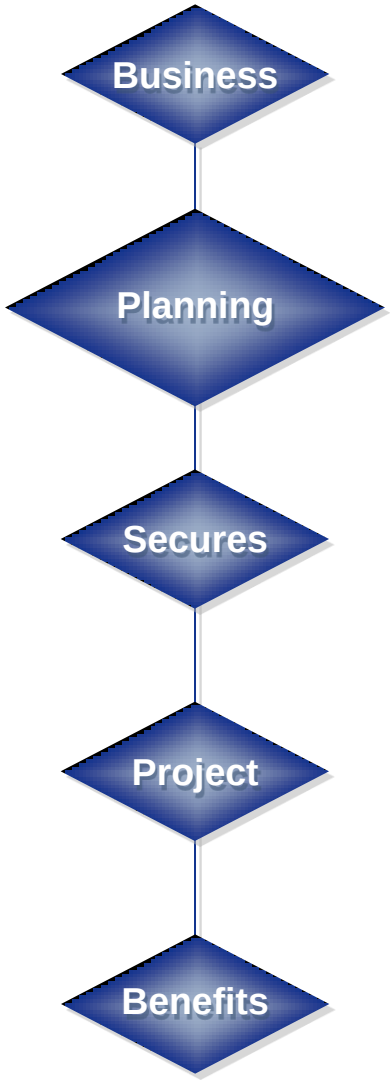
- What business needs used to justify the project changed?
- What project management and technology-related activities are planned in order to solve the problem?
- What are the quantifiable outcomes that can be used to measure success?
- How was an achievable scope defined?
- How are the cost, schedule, and performance baselines complete and thorough?
- What are the project risks that have been identified and ranked?



Review Gate: Project Planning

REQUIRED DELIVERABLES

- **Project Plan**
  - Defines activities and resources needed to deliver the product and/or service and includes:
    - General planning information
    - Monitoring and control methods
    - Quality management
    - Communication management
    - Configuration management
    - Performance management
    - Risk management
  - Incorporates use of separate project deliverables that are managed dynamically for
    - Quality management
    - Communication management
    - Configuration management
    - Performance management
    - Risk management

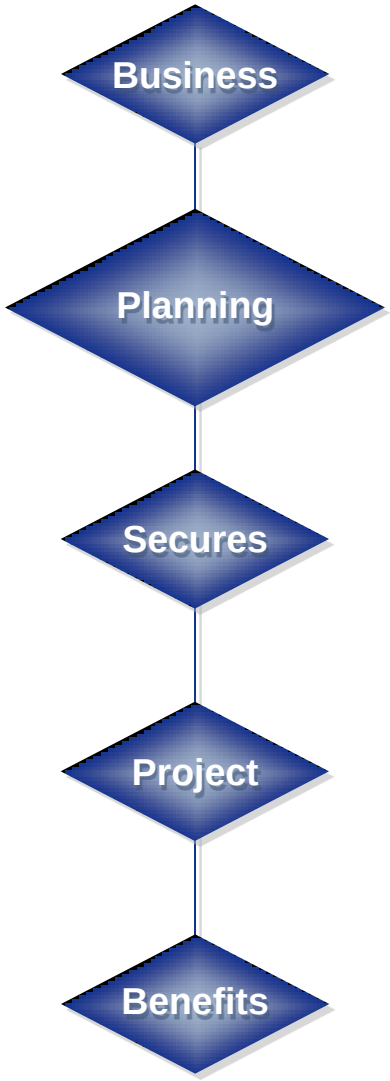


Review Gate: Project Planning

REQUIRED DELIVERABLES, continued…

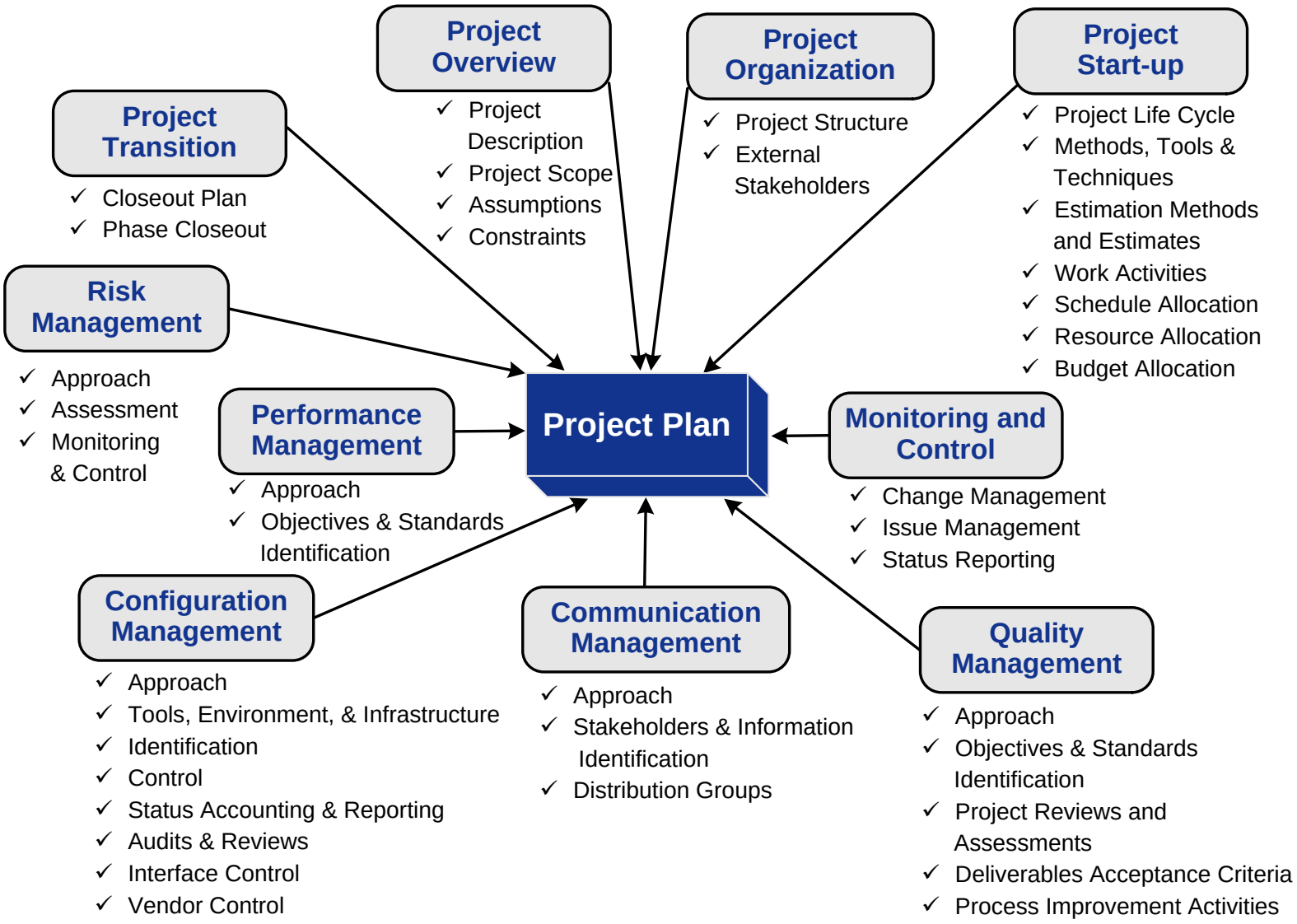
- **Monitoring Report**
  - Provides project status information to QAT for monitoring purposes
  - Delivered based on periodic reporting frequency as defined by the QAT

- **Project Planning Review Gate Approval**
  - Requires agency head approval of at this point of project delivery



Review Gate: Project Planning

PROJECT PLAN



Review Gate: Project Planning

SUPPLEMENTAL TOOLS

- **Must be used or replaced by an equivalent tool that serves the same purpose**
  - Project Contact Register
  - Work Breakdown Structure
  - Change Control Request
  - Issues Tracking
  - Project Status
  - Quality Register ☑
  - Quality Project Areas, Categories, and Measures
  - Communication Register ☑
  - Configuration Items Register ☑
  - Performance Register ☑
  - Performance Project Areas, Categories, and Measures
  - Risk Assessment Tables
  - Risk Register ☑
  - Risk Checklists
  - Risk Item
  - Risk Status

☑ Must be submitted in the Project Plan submission file

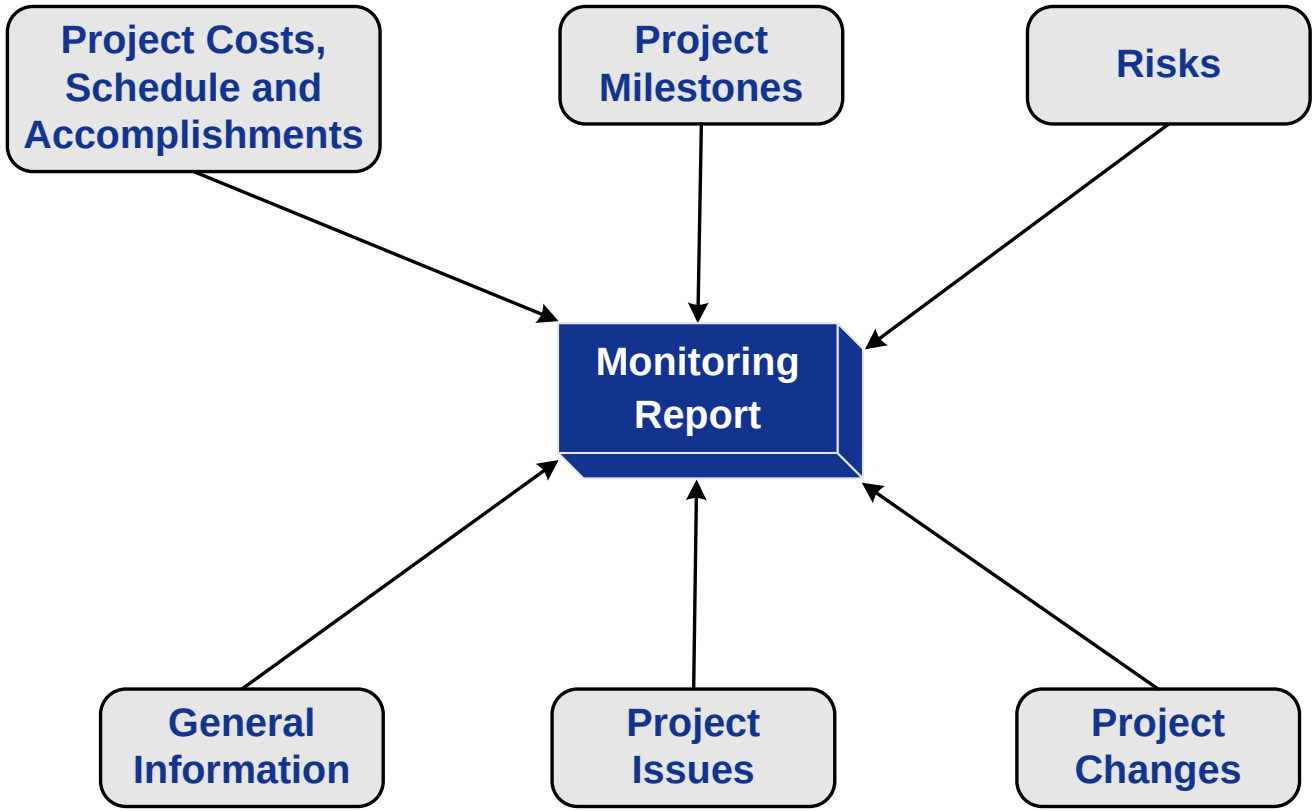
Review Gate: Project Planning

PROJECT PLAN BASICS

- Note that a Project Plan ***deliverable*** is different than a Project Plan ***submission file***
- Ensure Project Plan submission file, at a minimum, includes the five required project deliverables developed with the supplemental tools or equivalent
- Consider configuration management is not just for software
- Note that project quality is different than product and service quality

Review Gate: Project Planning

MONITORING REPORT



Review Gate: Project Planning

MONITORING REPORT BASICS

- **Consider project monitoring begins after Project Plan is initially baselined**

- **Note the Monitoring Report addresses monitoring of technology-related activities that are identified in the Project Plan, such as:**
  - Requirements
  - Design
  - Test planning

- **Note the Monitoring Report is the only reporting instrument in the Framework toolset – the remaining tools are used to develop project deliverables**

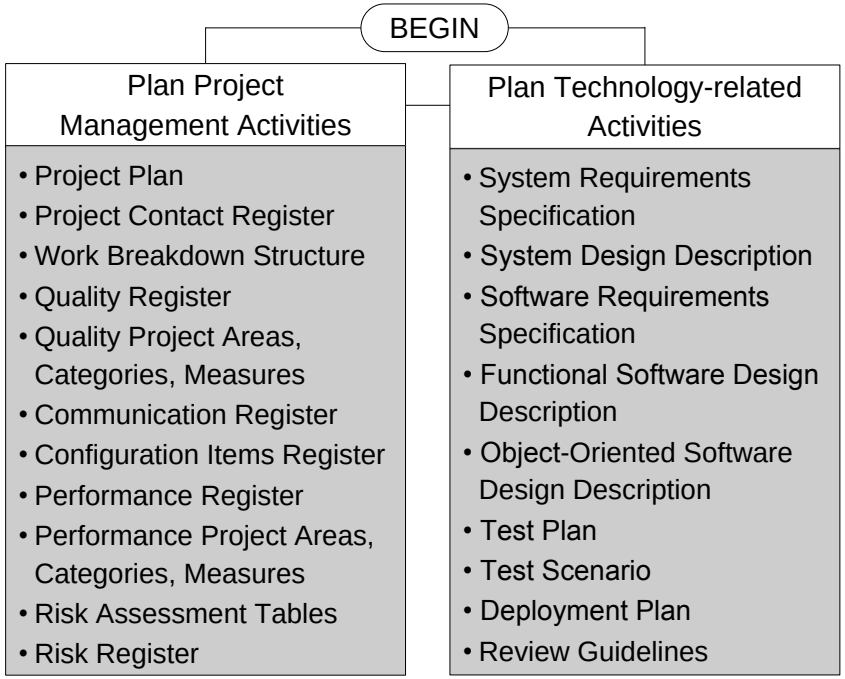
Review Gate: Project Planning

REVIEW GATE APPROVAL BASICS

- Determine if defined project scope is achievable
- Ensure project risks are identified, ranked, and addressed
- Blend project management, contract management, and technology-related activities or practices

Review Gate: Project Planning

ACTIVITY FLOW



KEY

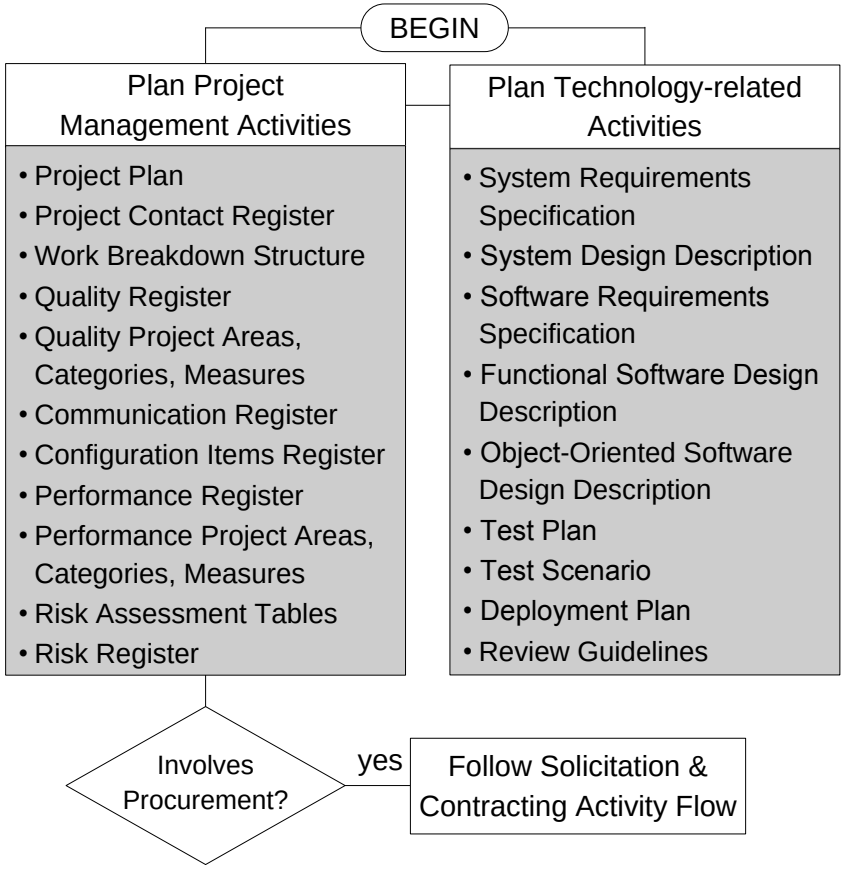
- Framework Tool

Required State-level Submittal

Required Agency-level Approval

Review Gate: Project Planning

ACTIVITY FLOW



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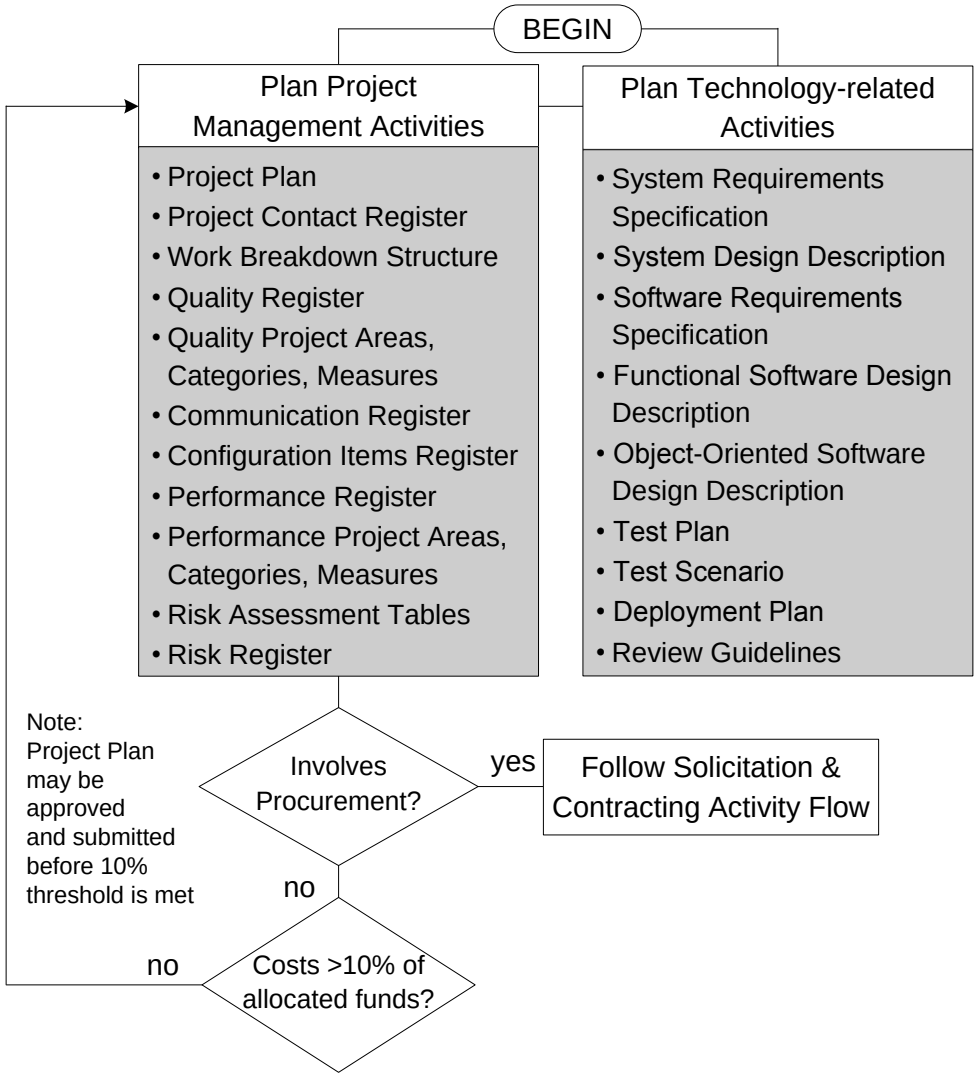
Review Gate: Project Planning

ACTIVITY FLOW



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- Framework Tool

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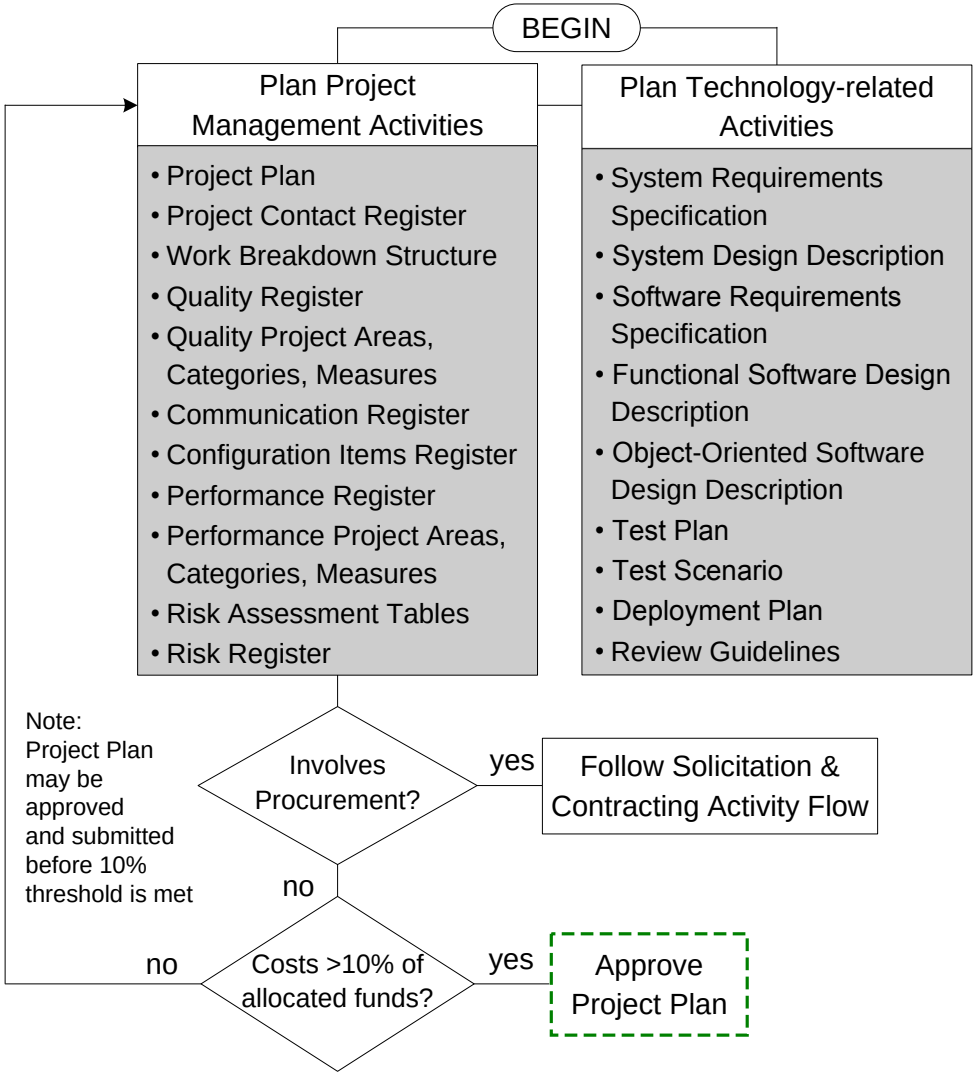
Review Gate: Project Planning

ACTIVITY FLOW



KEY

- Framework Tool

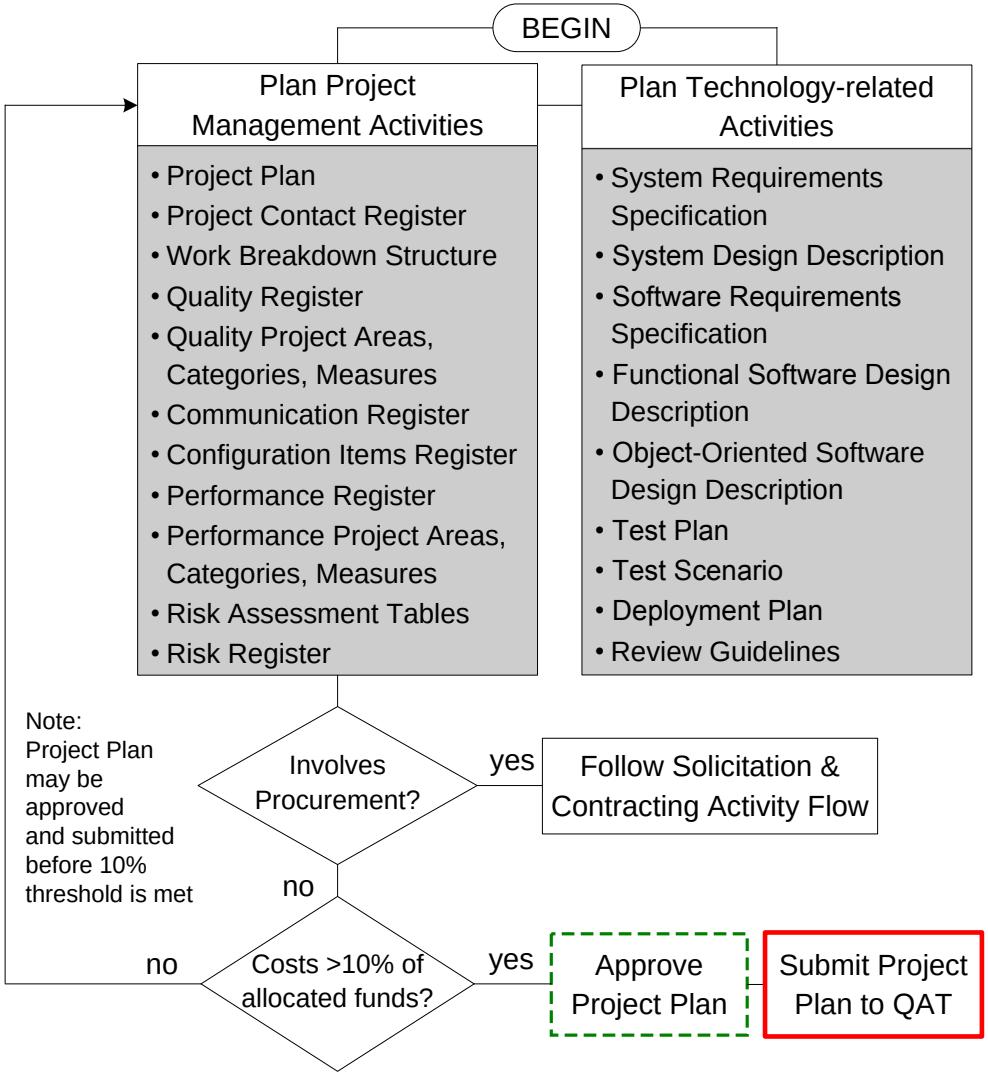
Required State-level Submittal

Required Agency-level Approval

TEXAS PROJECT DELIVERY FRAMEWORK

Review Gate: Project Planning

ACTIVITY FLOW



KEY

- Framework Tool

Required State-level Submittal

Required Agency-level Approval

Review Gate: Project Planning

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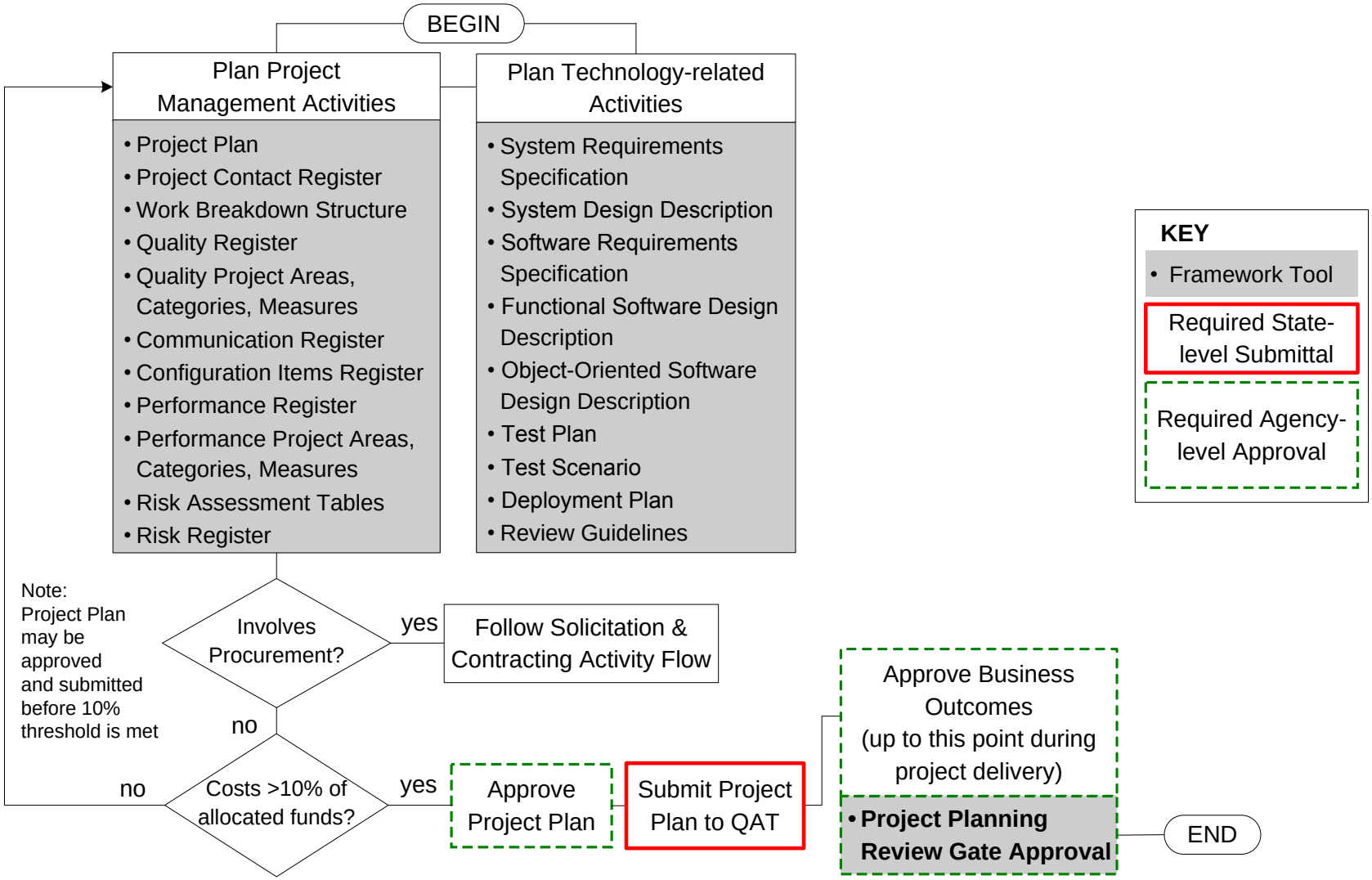
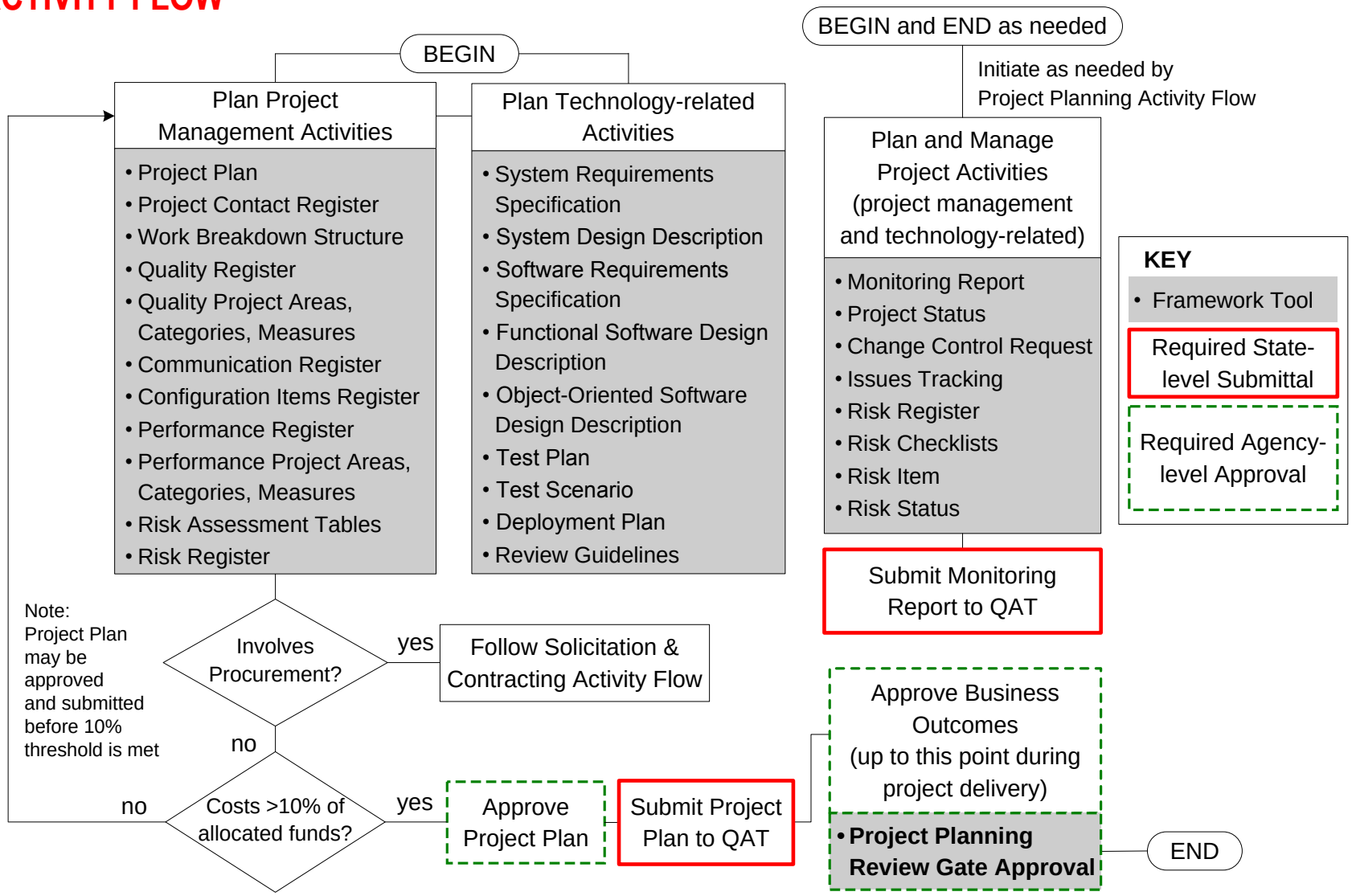


Review Gate: Project Planning

ACTIVITY FLOW



TEXAS PROJECT DELIVERY FRAMEWORK

TEXAS PROJECT DELIVERY FRAMEWORK

Ten-Minute Break

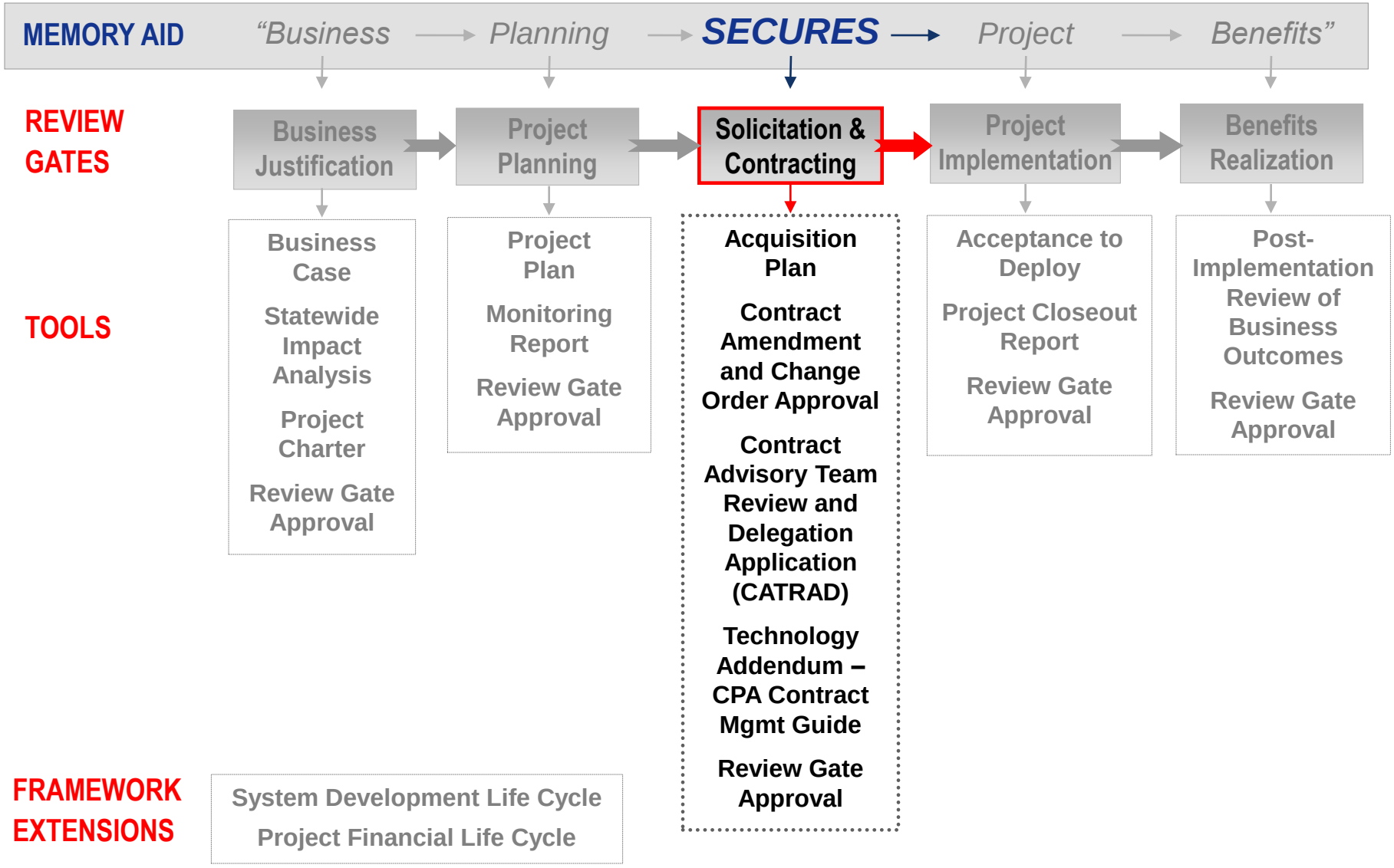
FRAMEWORK FUNDAMENTALS
FW100

TEXAS PROJECT DELIVERY FRAMEWORK

Solicitation & Contracting

FRAMEWORK FUNDAMENTALS
FW100

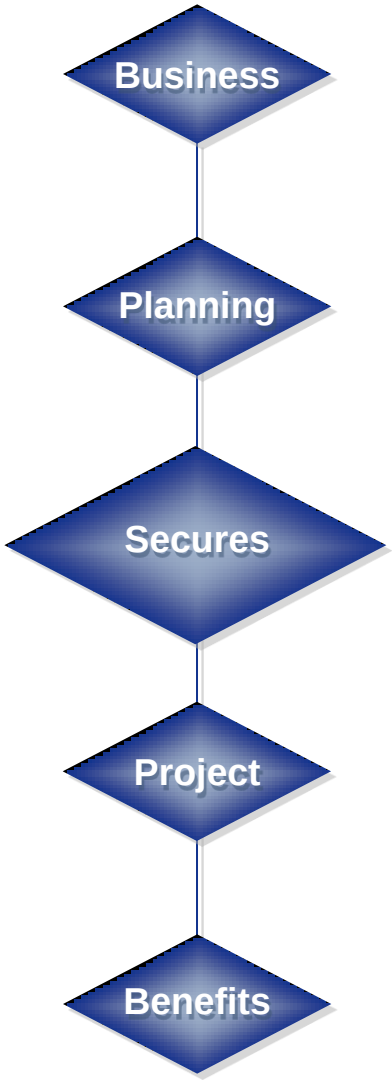
The Framework



Review Gate: Solicitation & Contracting

"BUSINESS PLANNING *SECURES*…"

- **What business needs used to justify the project changed?**
- **What are the performance standards?**
- **What are the incentives to encourage delivery of expected outcomes?**
- **What is the procedure to evaluate vendor performance?**
- **What requirements are stipulated in the solicitation document to attain accountability?**
- **How are the requirements in the solicitation document measurable?**

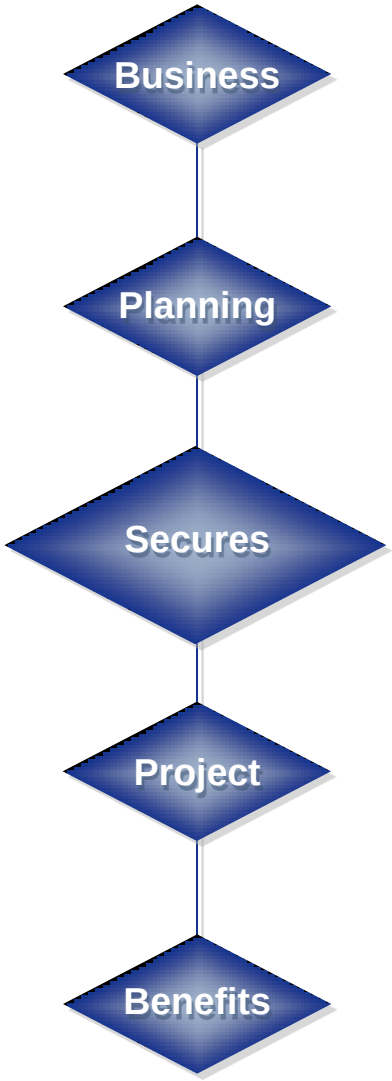


Review Gate: Solicitation & Contracting

REQUIRED DELIVERABLES

- **Acquisition Plan**
  - Includes procurement plans for acquiring goods and/or services outside the organization

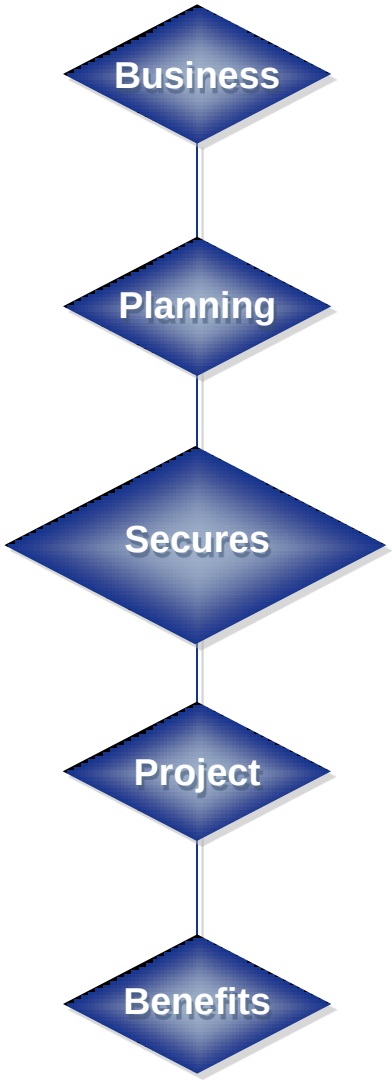
- **Solicitation information—Contract Advisory Team Review and Delegation Application (CATRAD)**
  - Provides information for risk assessment of projects requiring the procurement of goods and/or services



Review Gate: Solicitation & Contracting

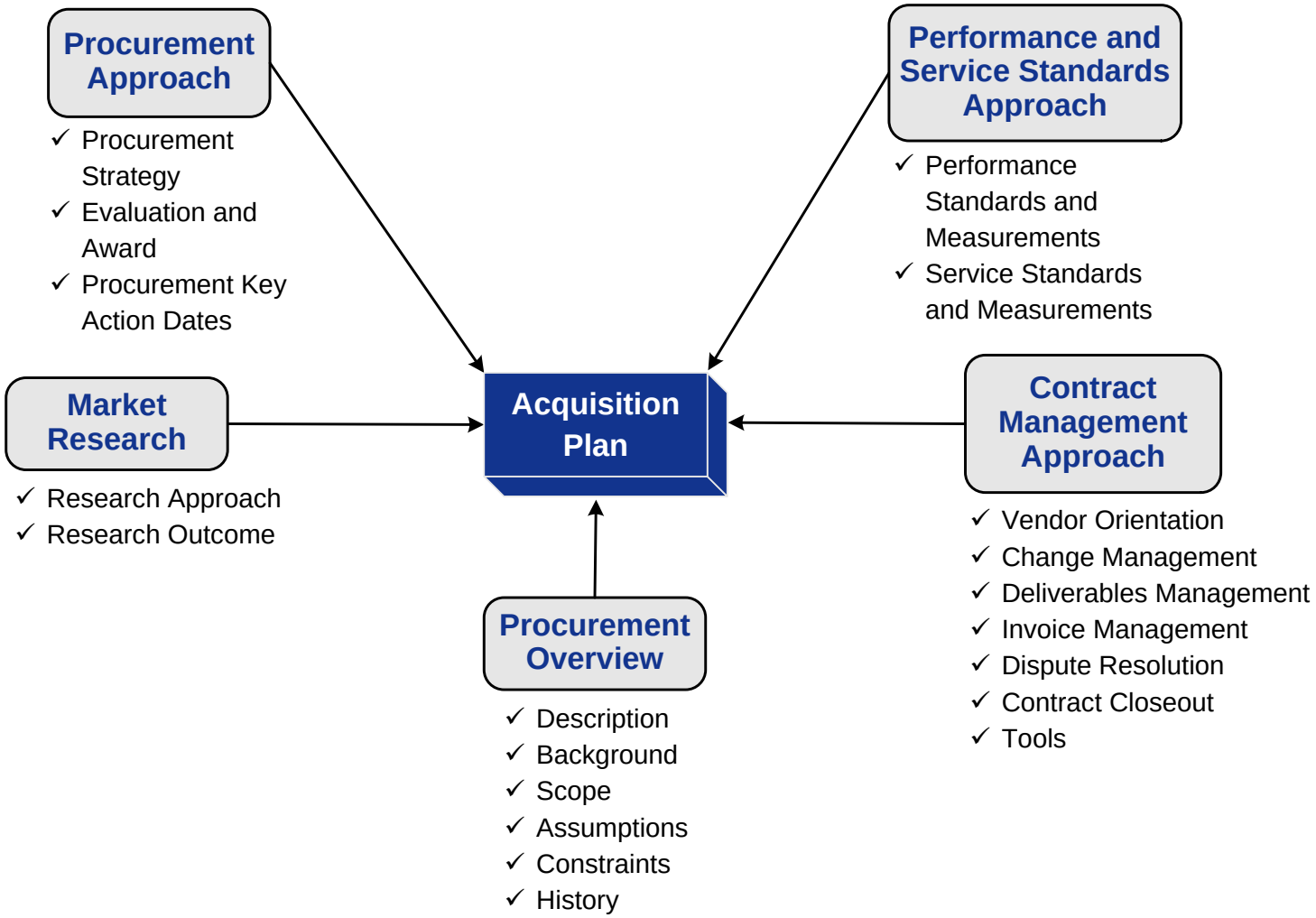
REQUIRED DELIVERABLES, continued

- **Contract Amendment and Change Order Approval**
  - Obtains approval of contract amendment and change orders
  - Must be signed by the agency head if:
    - Amendment or change increases the contract amount above 10%, or
    - Amendment or change significantly affects the contract completion date as determined by the QAT
  - Must be submitted to QAT if:
    - Amendment or change increases the contract amount above 10%
- **Solicitation & Contracting Review Gate Approval**
  - Requires agency head approval at this point of project delivery



Review Gate: Solicitation & Contracting

ACQUISITION PLAN



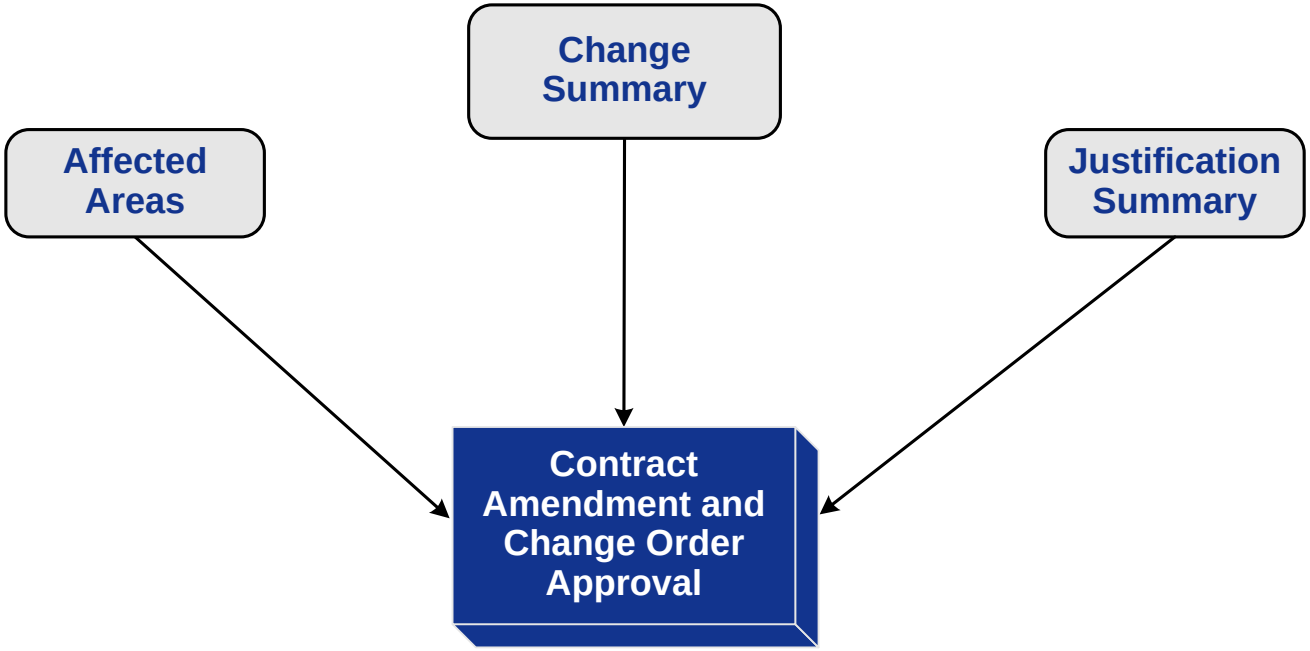
Review Gate: Solicitation & Contracting

ACQUISITION PLAN BASICS

- Note that statute requires a procurement plan and the Acquisition Plan fulfills that requirement
- Focus on identifying how to solve a business problem by procuring goods and/or services outside of the project organization
- Manage comprehensively the plans initiated in the Project Planning review gate with plans initiated in the Solicitation & Contracting review gate

Review Gate: Solicitation & Contracting

CONTRACT AMENDMENT AND CHANGE ORDER APPROVAL



Review Gate: Solicitation & Contracting

CONTRACT AMENDMENT AND CHANGE ORDER APPROVAL BASICS

- Focus on use of Contract Amendment and Change Order Approval with internal agency change control mechanism(s) and practices
- Focus continually on approval of contract changes before additional funds are expended
- Note that unnecessary or unmanaged contract changes can have a huge negative impact on delivering business outcomes that involve technology

Review Gate: Solicitation & Contracting

CONTRACT MANAGEMENT GUIDE (CMG) INFORMATION

- **CMG is a guideline that provides suggestions and best practices for improving agency contracting practices**

- **CMG focuses on major contracts over $1 million, which means a technology-based procurement project that satisfies the threshold for a major information resources project may not satisfy the criteria for CAT-related practices**

- **CMG Technology Addendum is developed by DIR and provided to CAT for incorporation in the CMG to:**
  - Highlight the uniqueness of technology-based projects
  - Promote specific practices for technology-based projects

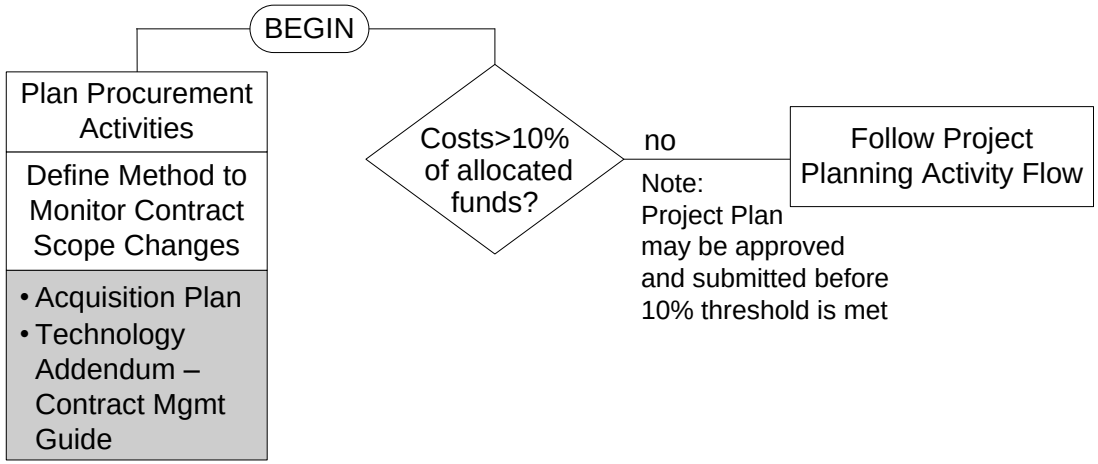
Review Gate: Solicitation & Contracting

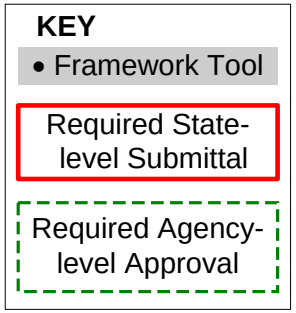
REVIEW GATE APPROVAL BASICS

- Evaluate whether the business needs used to justify the project remained consistent
- Utilize a formal and repeatable procedure for evaluating vendor performance
- Stipulate in the solicitation instrument requirements to attain accountability

Review Gate: Solicitation & Contracting

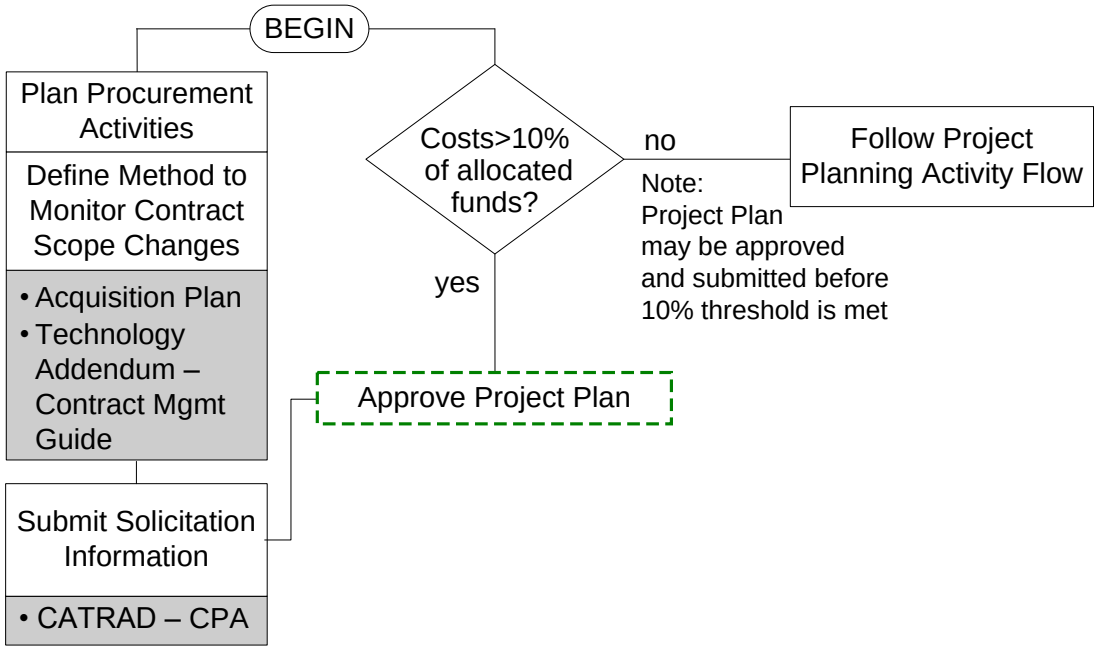
ACTIVITY FLOW

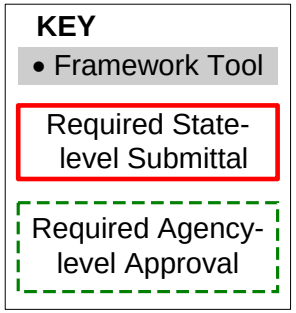




Review Gate: Solicitation & Contracting

ACTIVITY FLOW





Review Gate: Solicitation & Contracting

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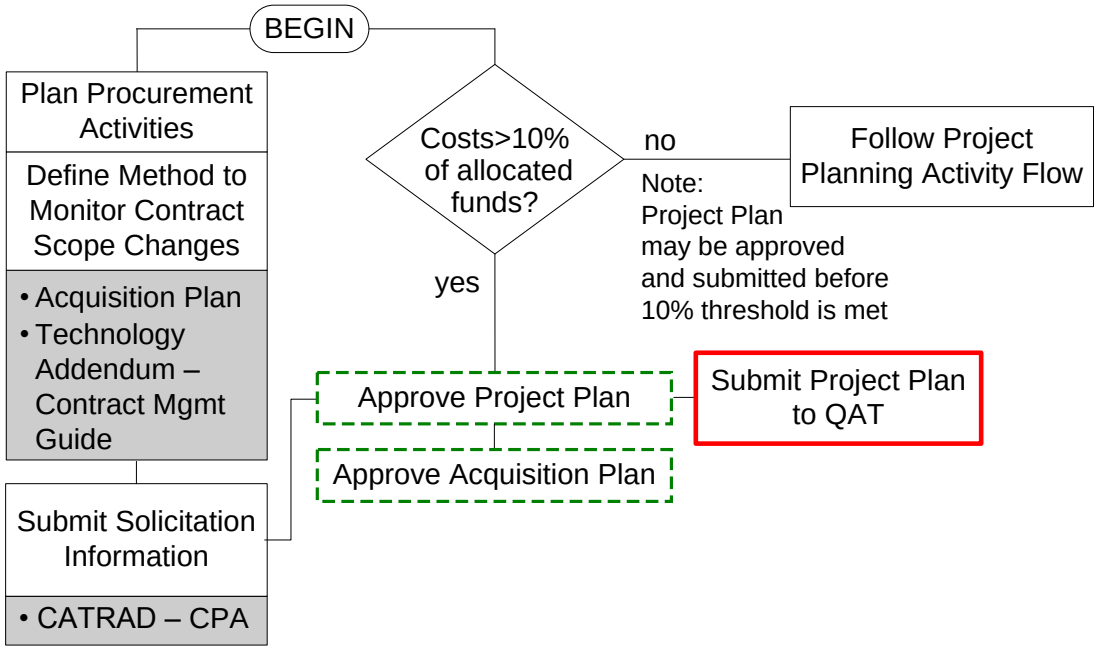

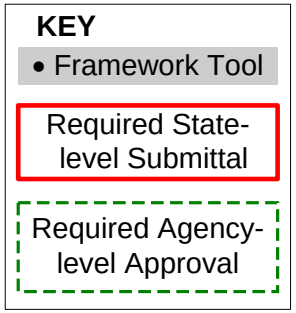

Review Gate: Solicitation & Contracting

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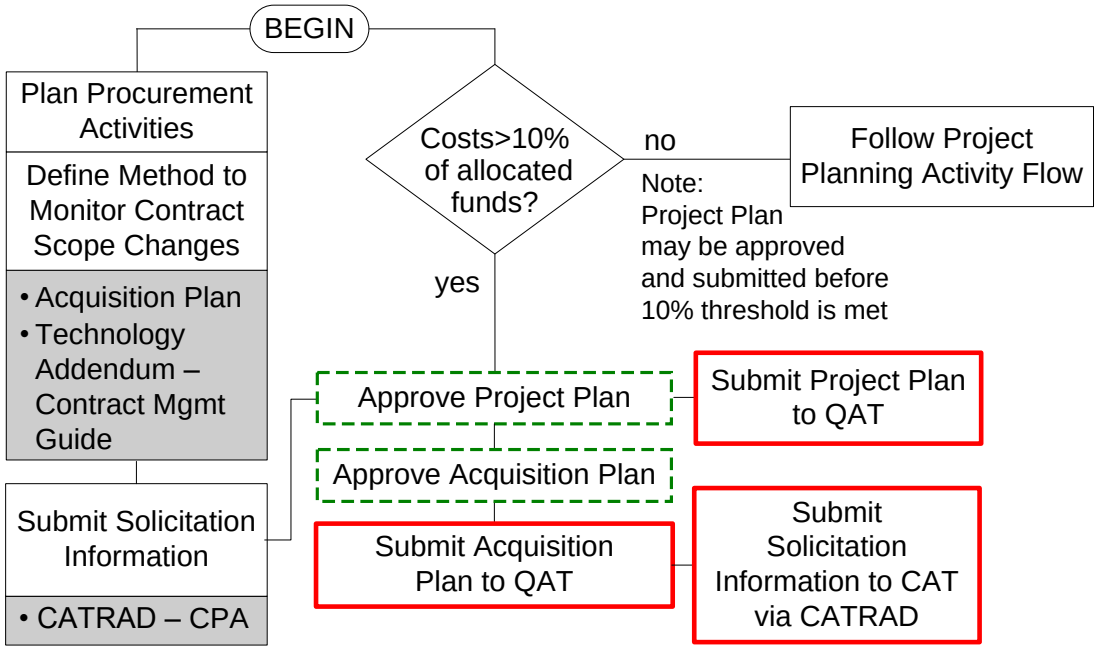
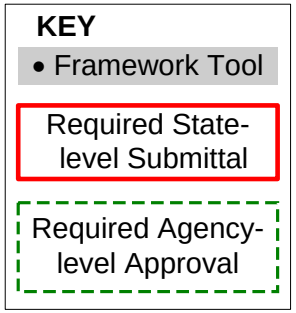
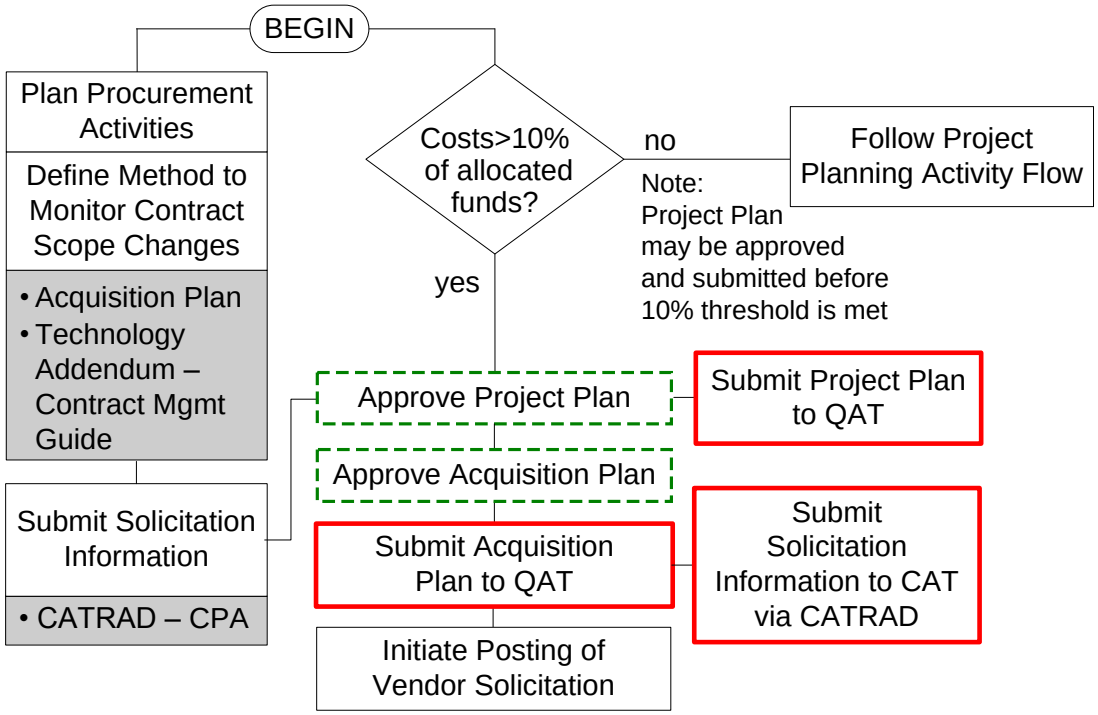
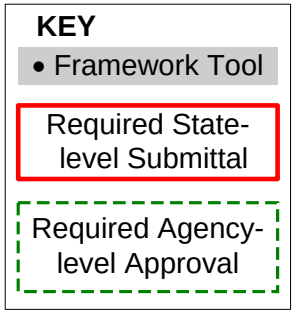




Review Gate: Solicitation & Contracting

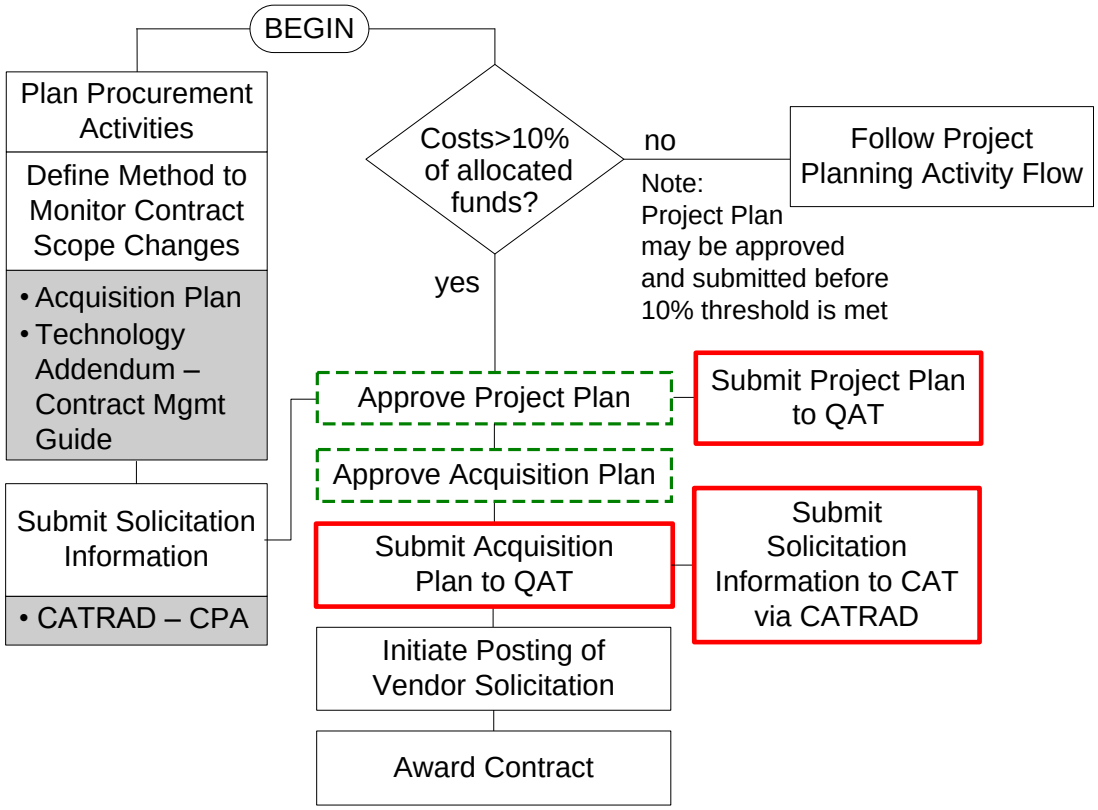
ACTIVITY FLOW

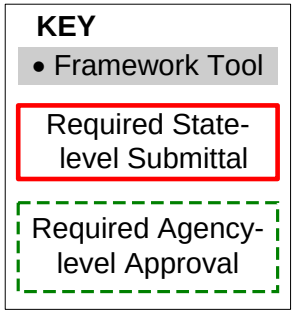




Review Gate: Solicitation & Contracting

ACTIVITY FLOW





Review Gate: Solicitation & Contracting

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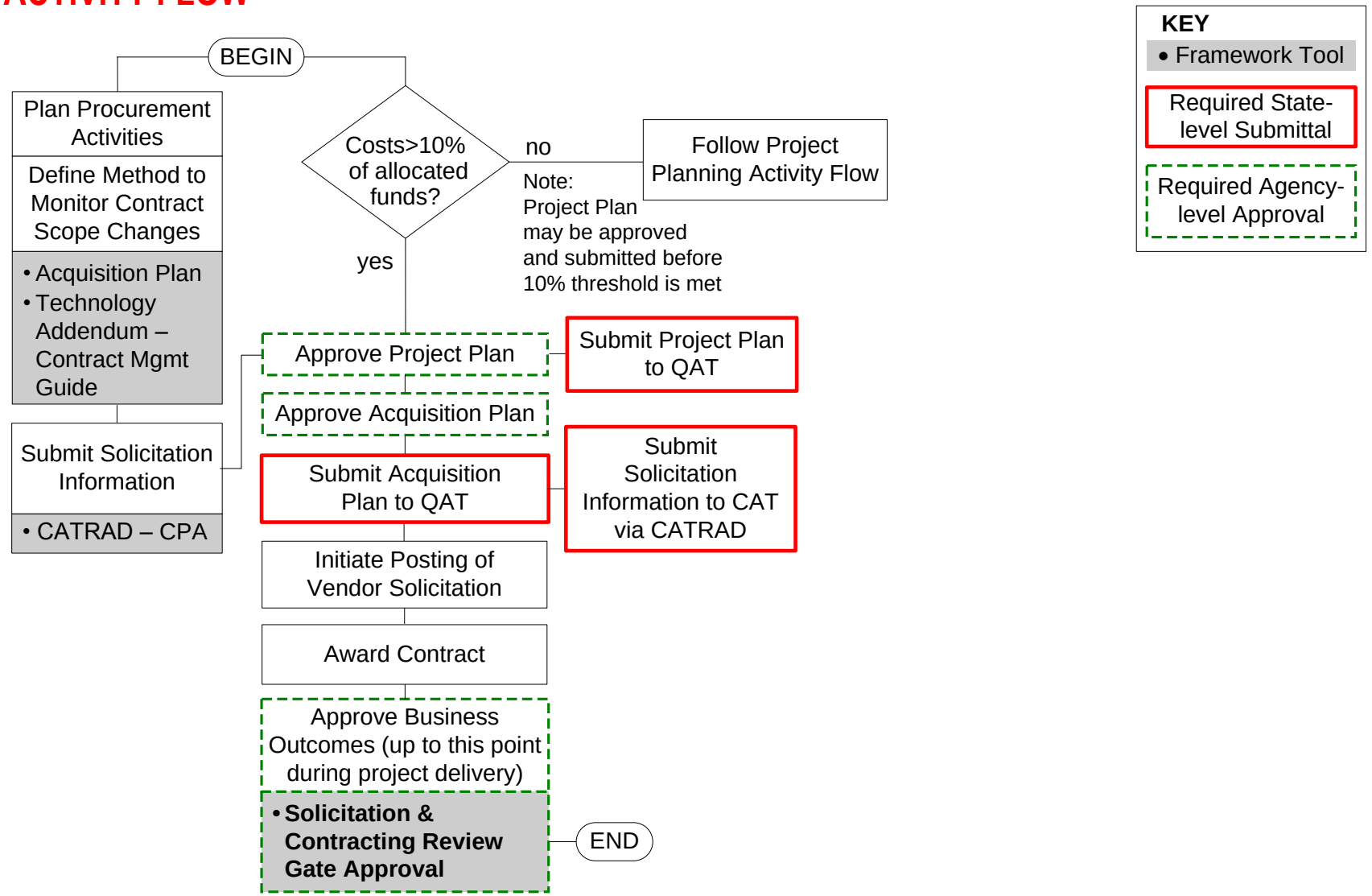
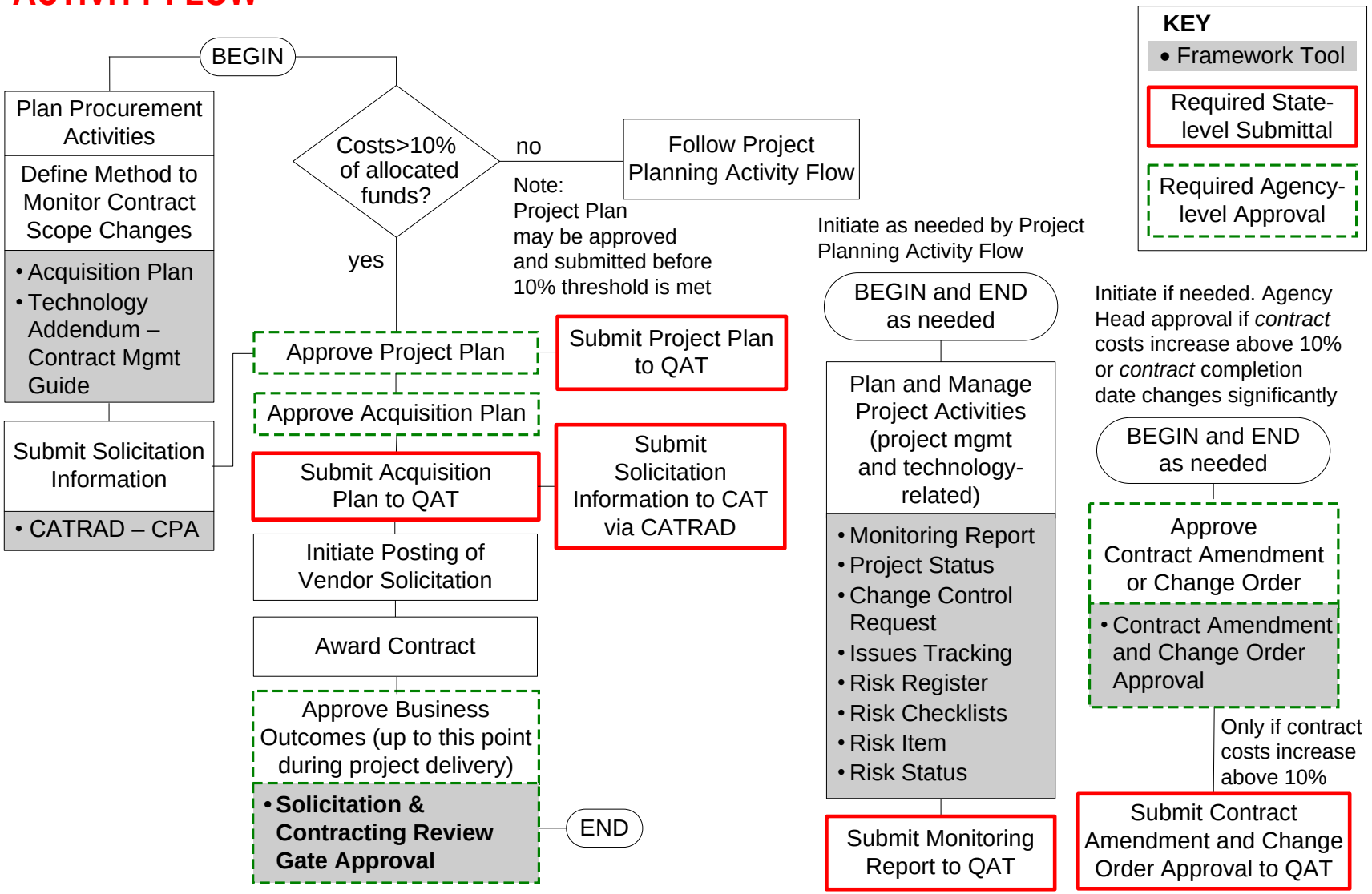


Review Gate: Solicitation & Contracting

ACTIVITY FLOW



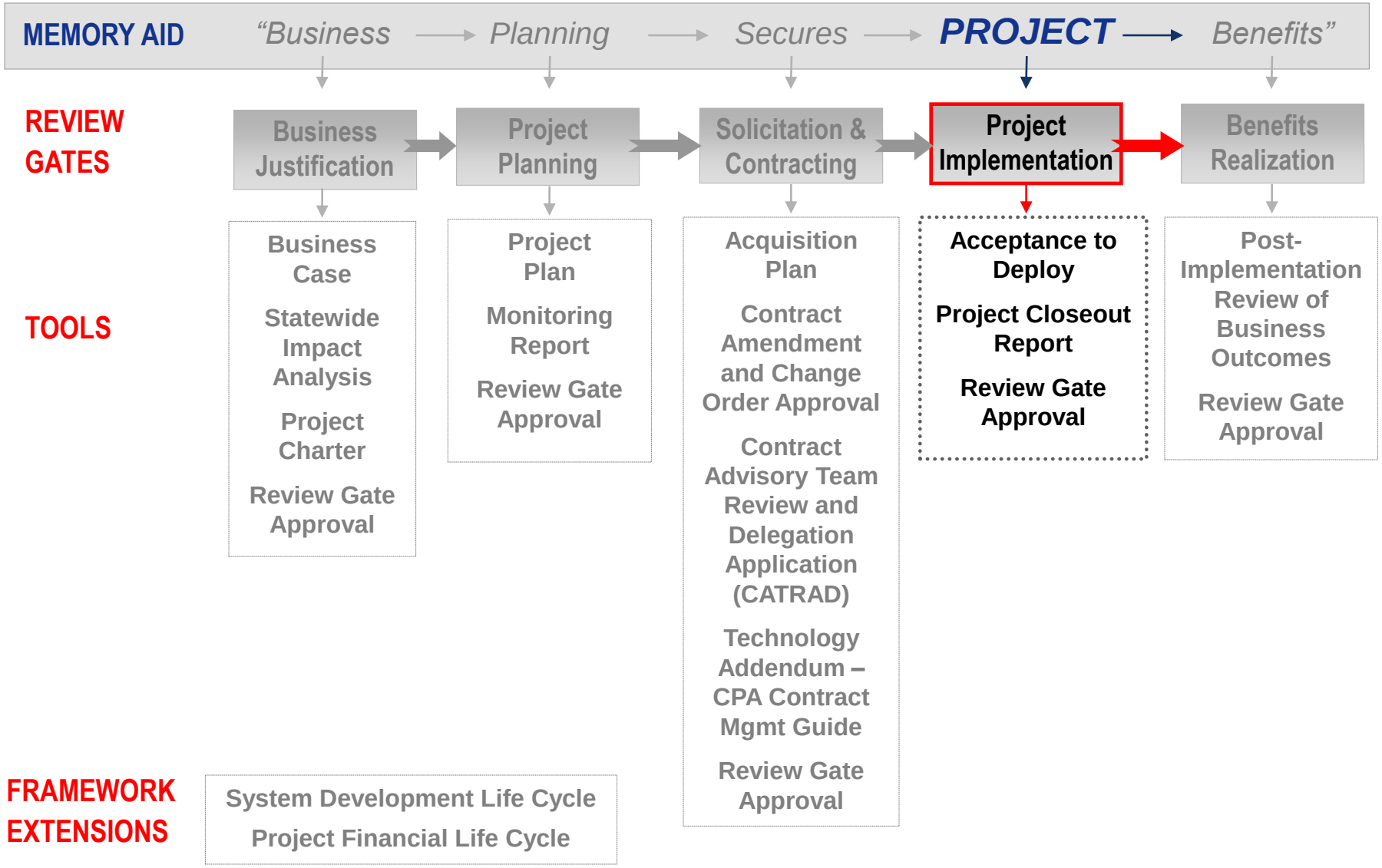
TEXAS PROJECT DELIVERY FRAMEWORK

TEXAS PROJECT DELIVERY FRAMEWORK

Project Implementation

FRAMEWORK FUNDAMENTALS
FW100

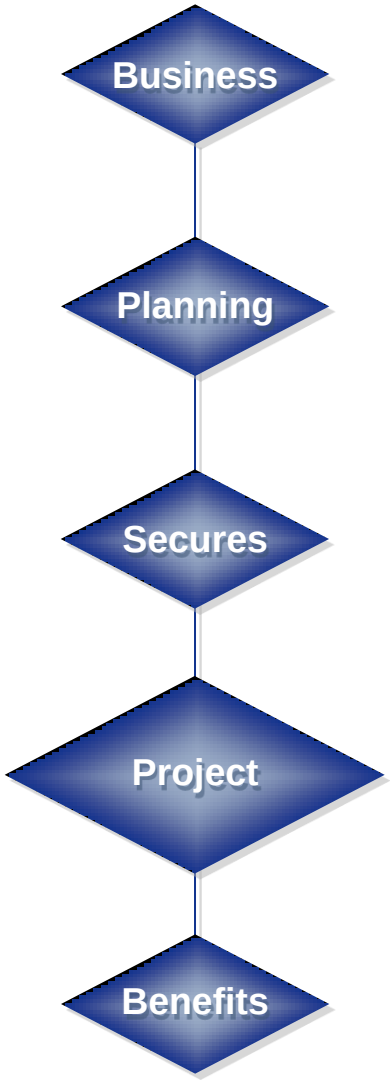
The Framework



Review Gate: Project Implementation

"BUSINESS PLANNING SECURES *PROJECT*…"

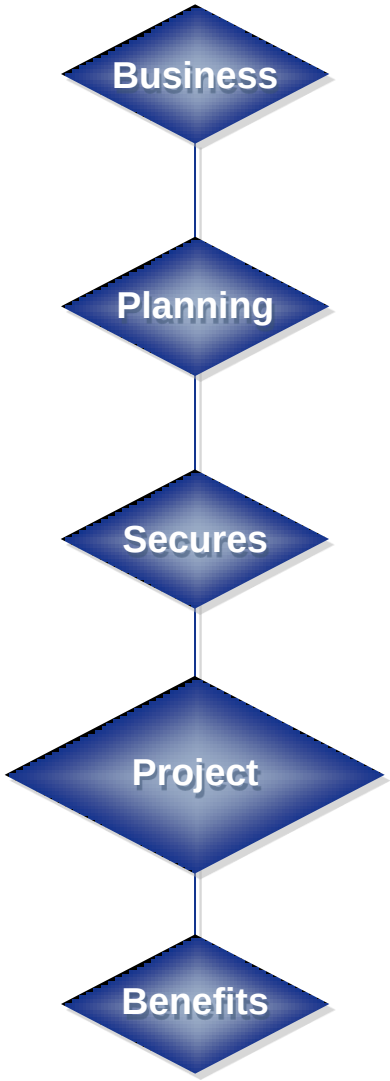
- What business needs used to justify the project changed?
- How is the project aligned with business requirements?
- How does the project meet defined technical requirements?
- What are the planned milestones/deliverables that were and were not met?
- How has the vendor met defined performance requirements?



Review Gate: Project Implementation

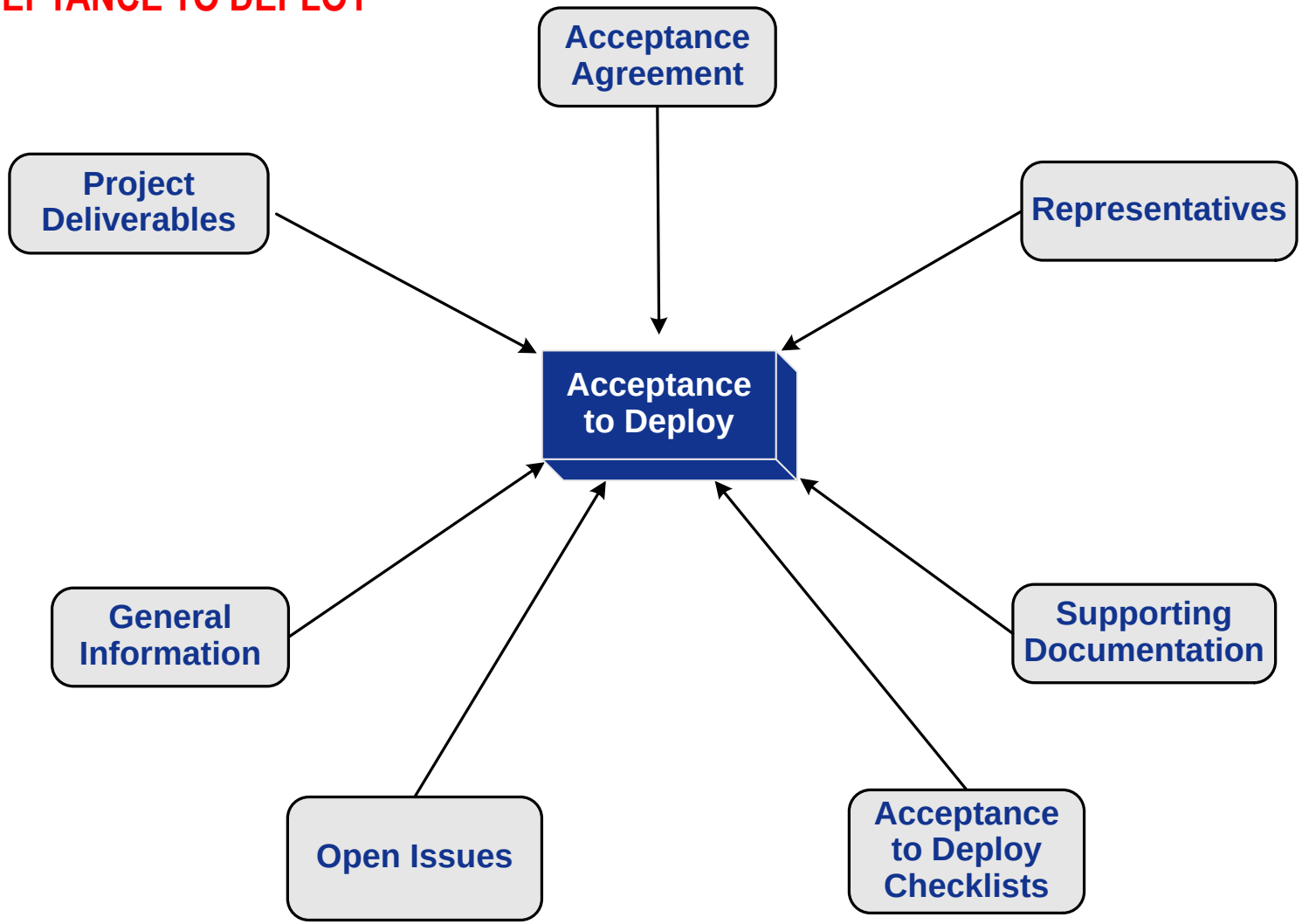
REQUIRED DELIVERABLES

- **Acceptance to Deploy**
  - Obtains formal agreement from stakeholder representatives before deployment
  - Indicates buy-in of delivery of expected business outcomes
- **Project Closeout Report**
  - Provides for formal closeout of the project
  - Used in Benefit Realization Review Gate
- **Project Implementation Review Gate Approval**
  - Requires agency head approval at this point of project delivery



Review Gate: Project Implementation

ACCEPTANCE TO DEPLOY



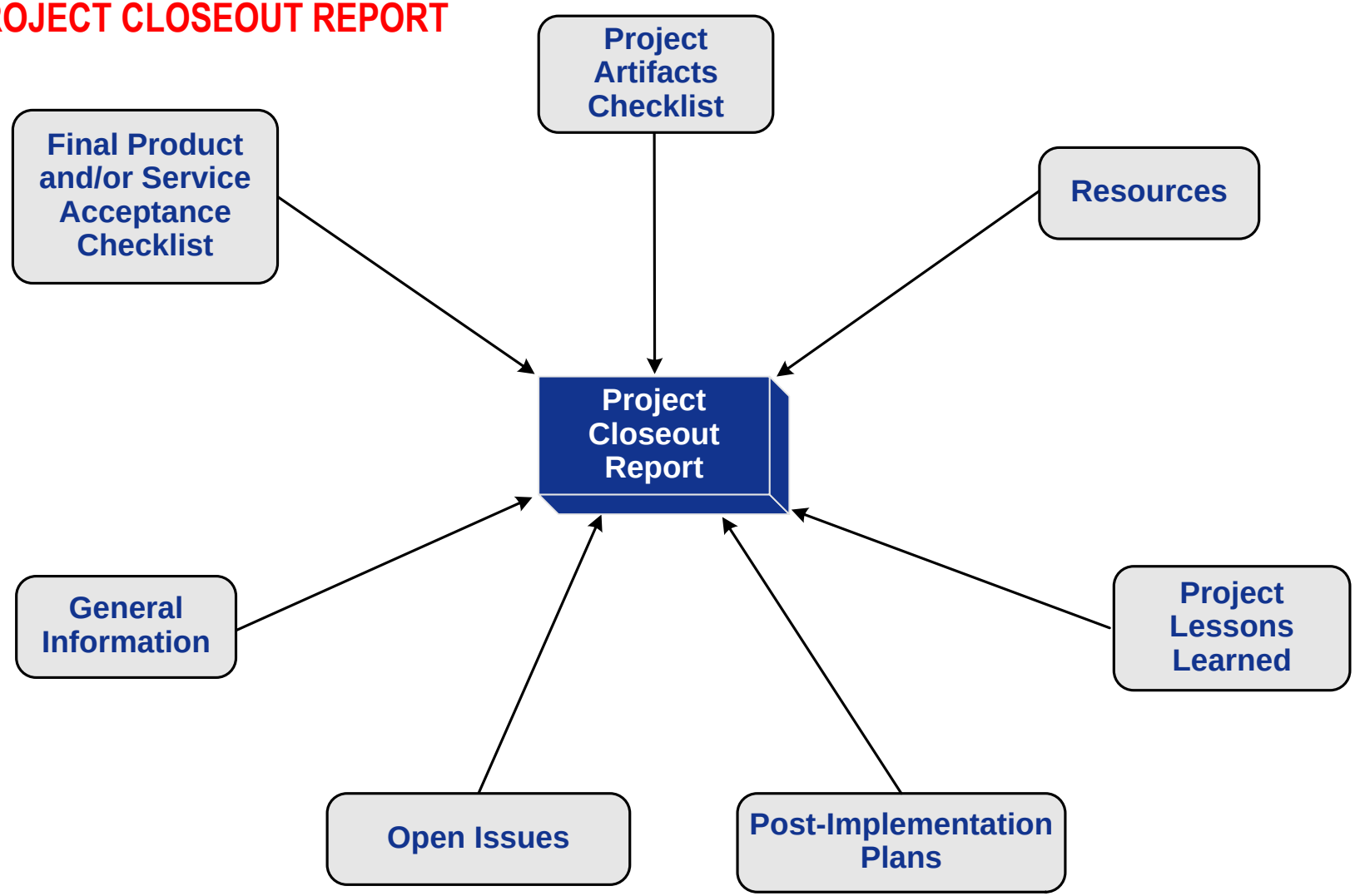
Review Gate: Project Implementation

ACCEPTANCE TO DEPLOY BASICS

- Note that other stakeholders, not just the customer, participate in accepting whether the product and/or service is ready to become operational
- Focus on stakeholder acceptance throughout project delivery – gauge acceptance long before the actual acceptance process begins
- Remember collaboration is a value-added approach with a focus on business outcomes
- Note that acceptance to transition to operational status provides only a preliminary acceptance of the product and/or service

Review Gate: Project Implementation

PROJECT CLOSEOUT REPORT



Review Gate: Project Implementation

PROJECT CLOSEOUT REPORT BASICS

- Engage diverse stakeholder representatives in the closeout process, not just technology staff
- Since project resources will be transitioned at closeout, develop clear plans for post-implementation evaluation
- Execute a clear transition to maintenance and operations
- Use regardless of reason for project closeout

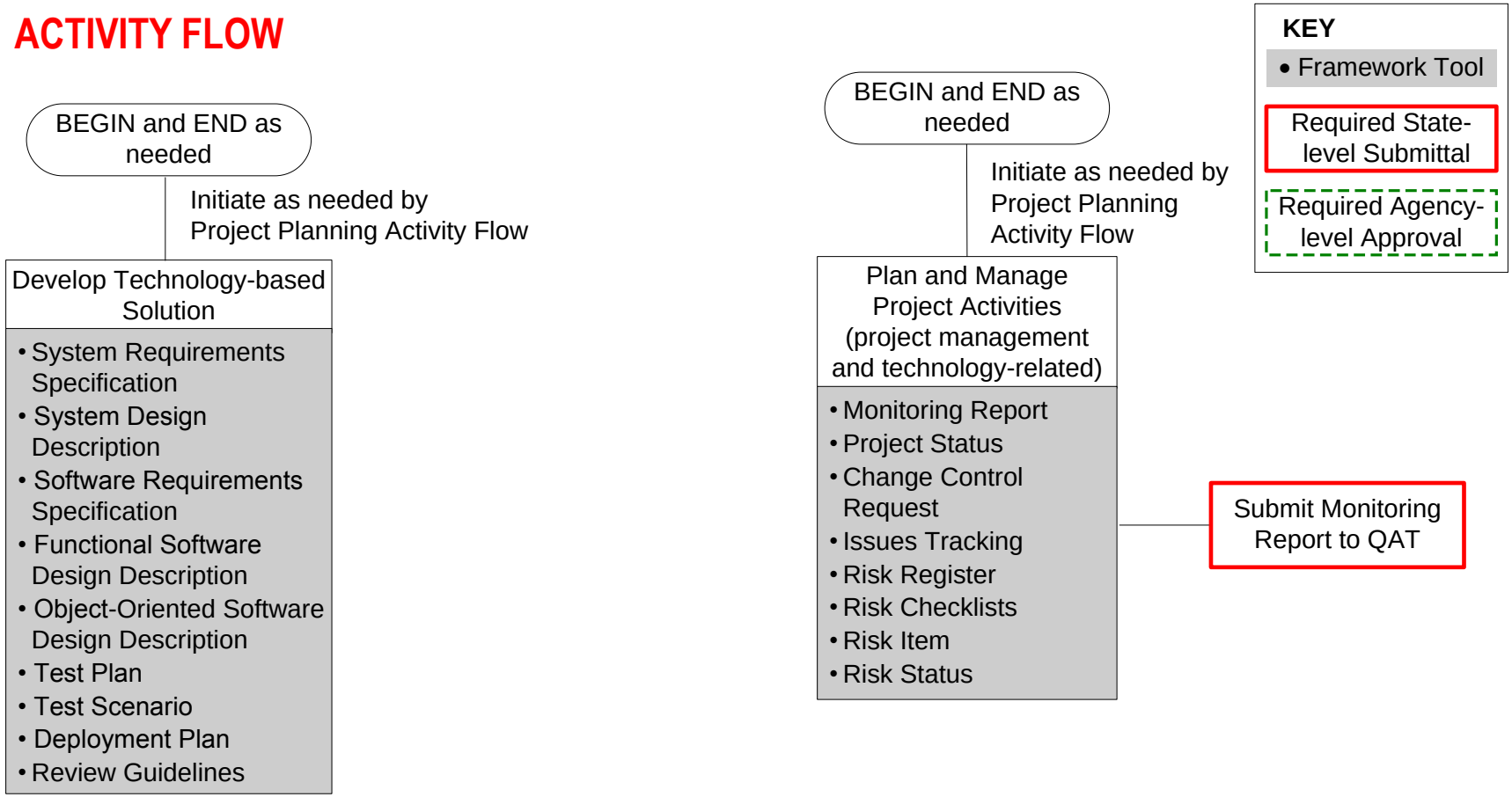
Review Gate: Project Implementation

REVIEW GATE APPROVAL BASICS

- Evaluate whether the business needs used to justify the project remained consistent
- Determine whether stakeholders agree the project should be closed
- Resolve outstanding issues after the product and/or service becomes operational

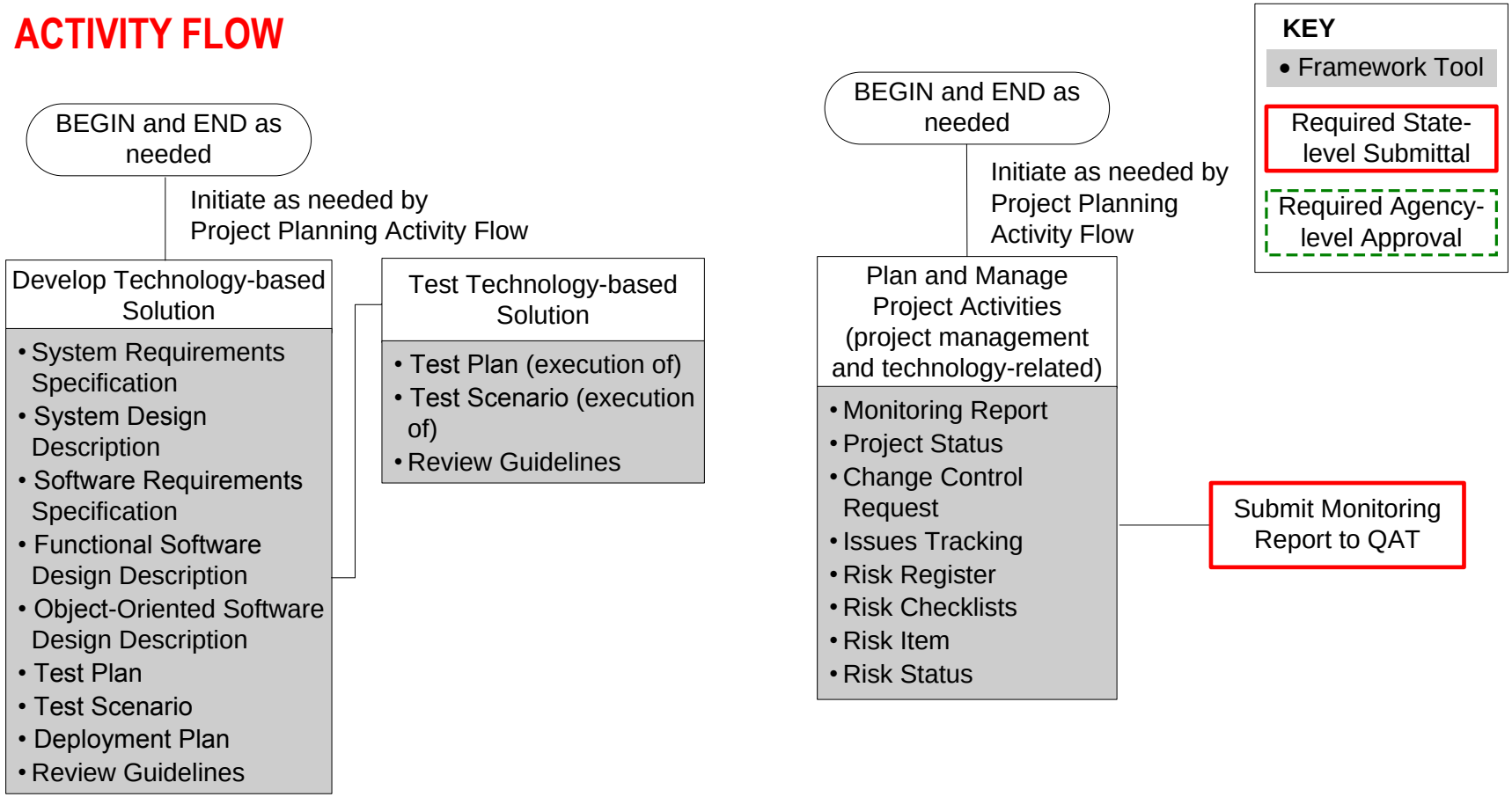
Review Gate: Project Implementation

ACTIVITY FLOW



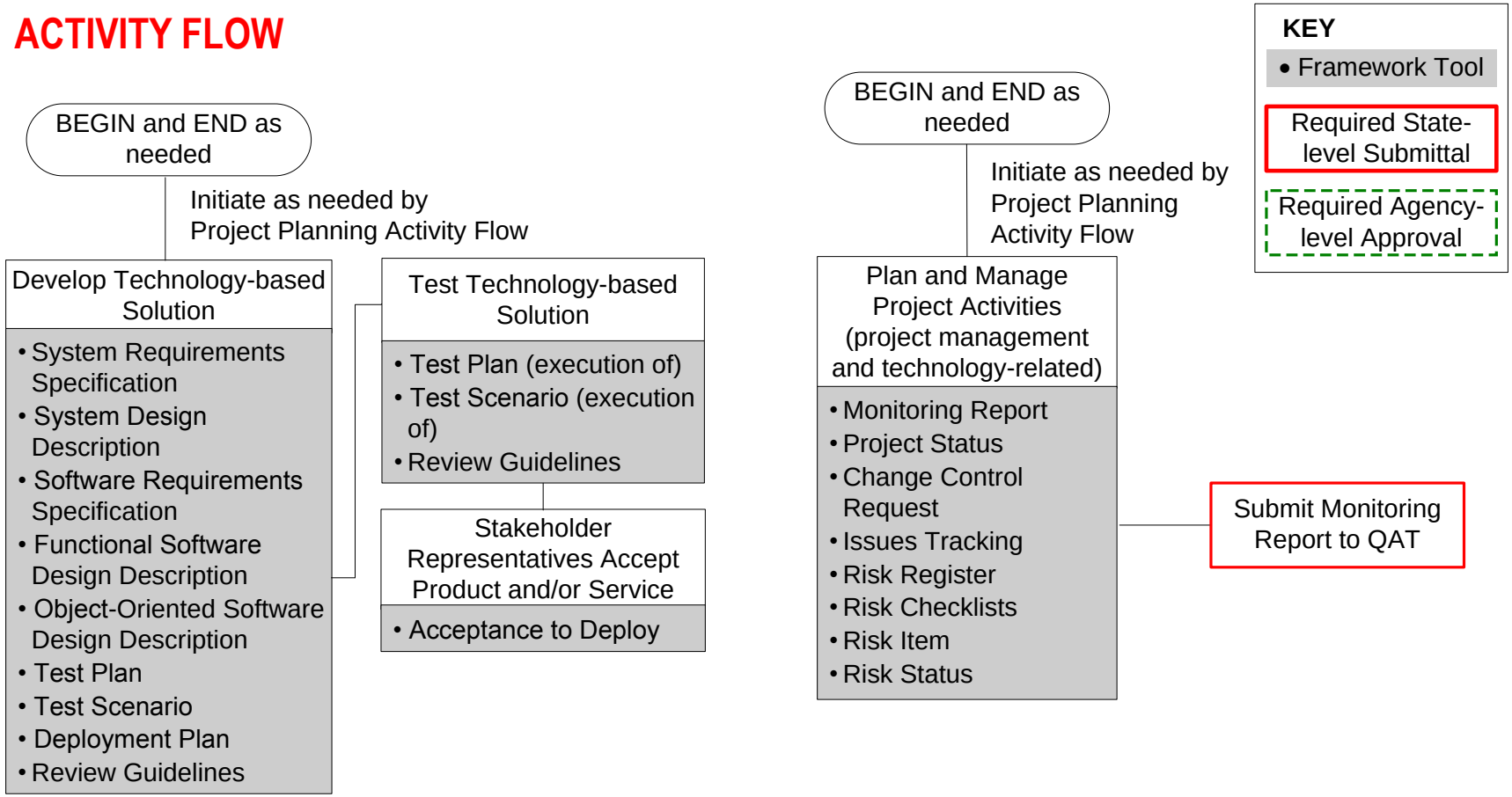
Review Gate: Project Implementation

ACTIVITY FLOW



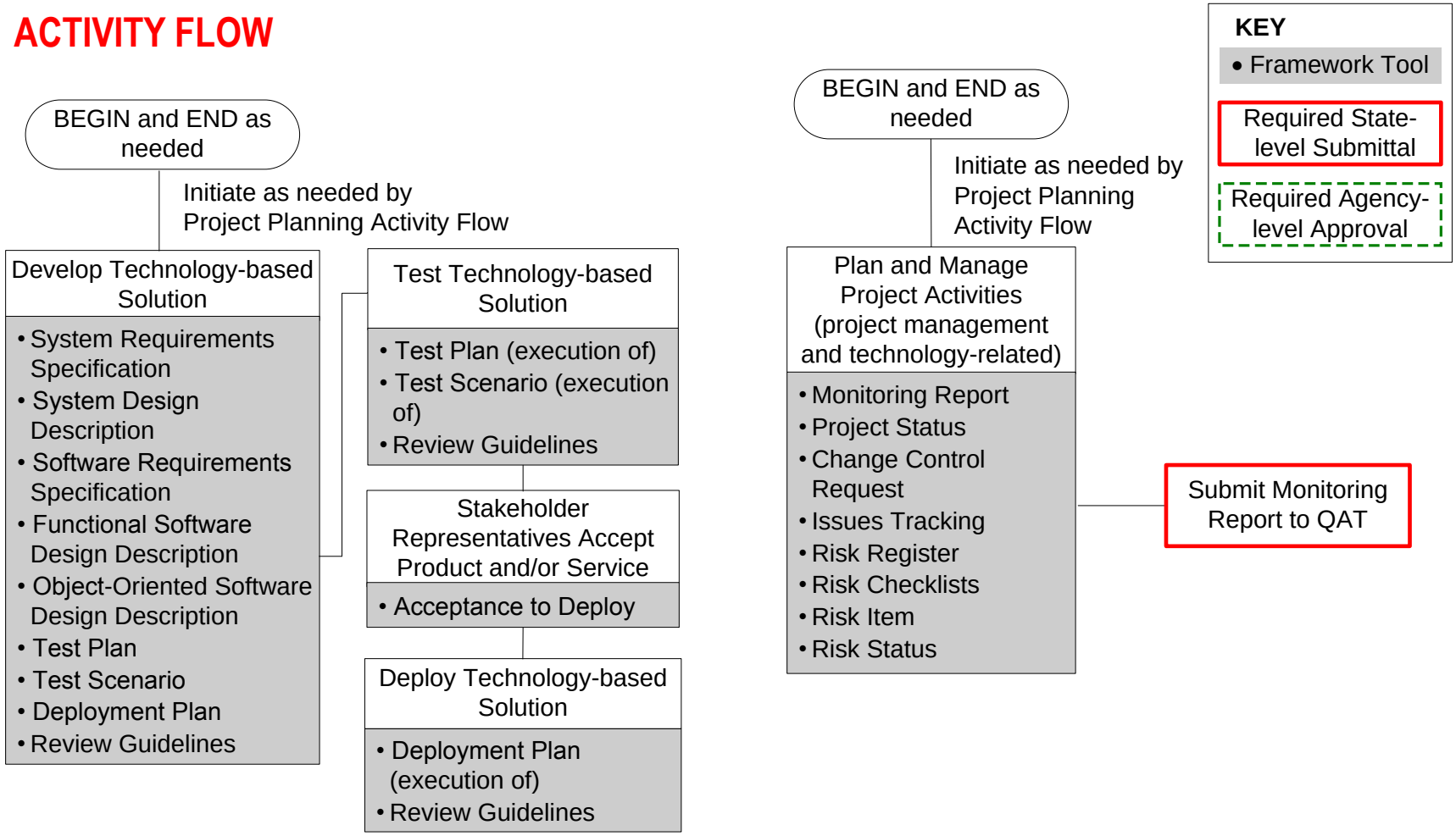
Review Gate: Project Implementation

ACTIVITY FLOW



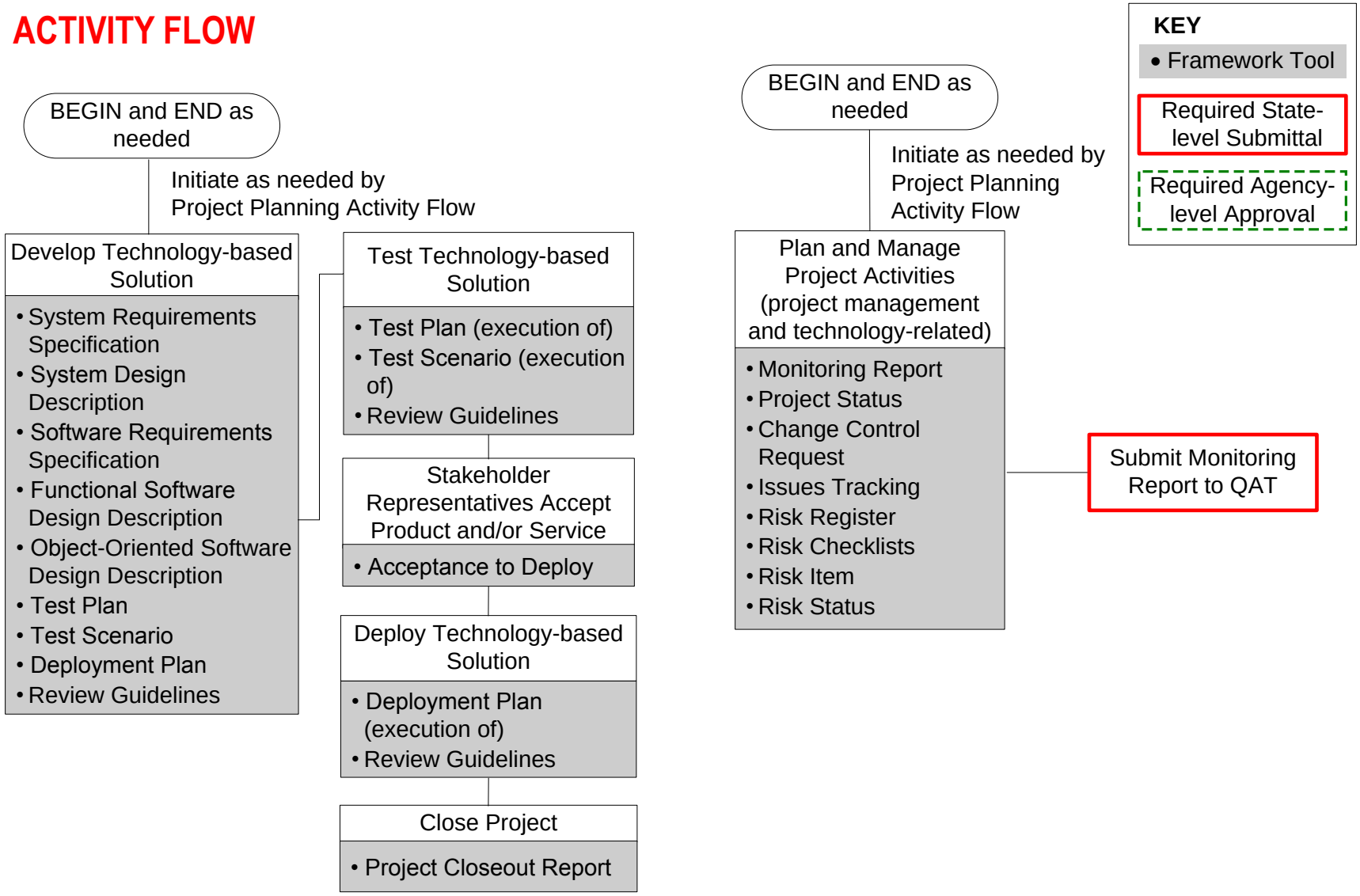
Review Gate: Project Implementation

ACTIVITY FLOW



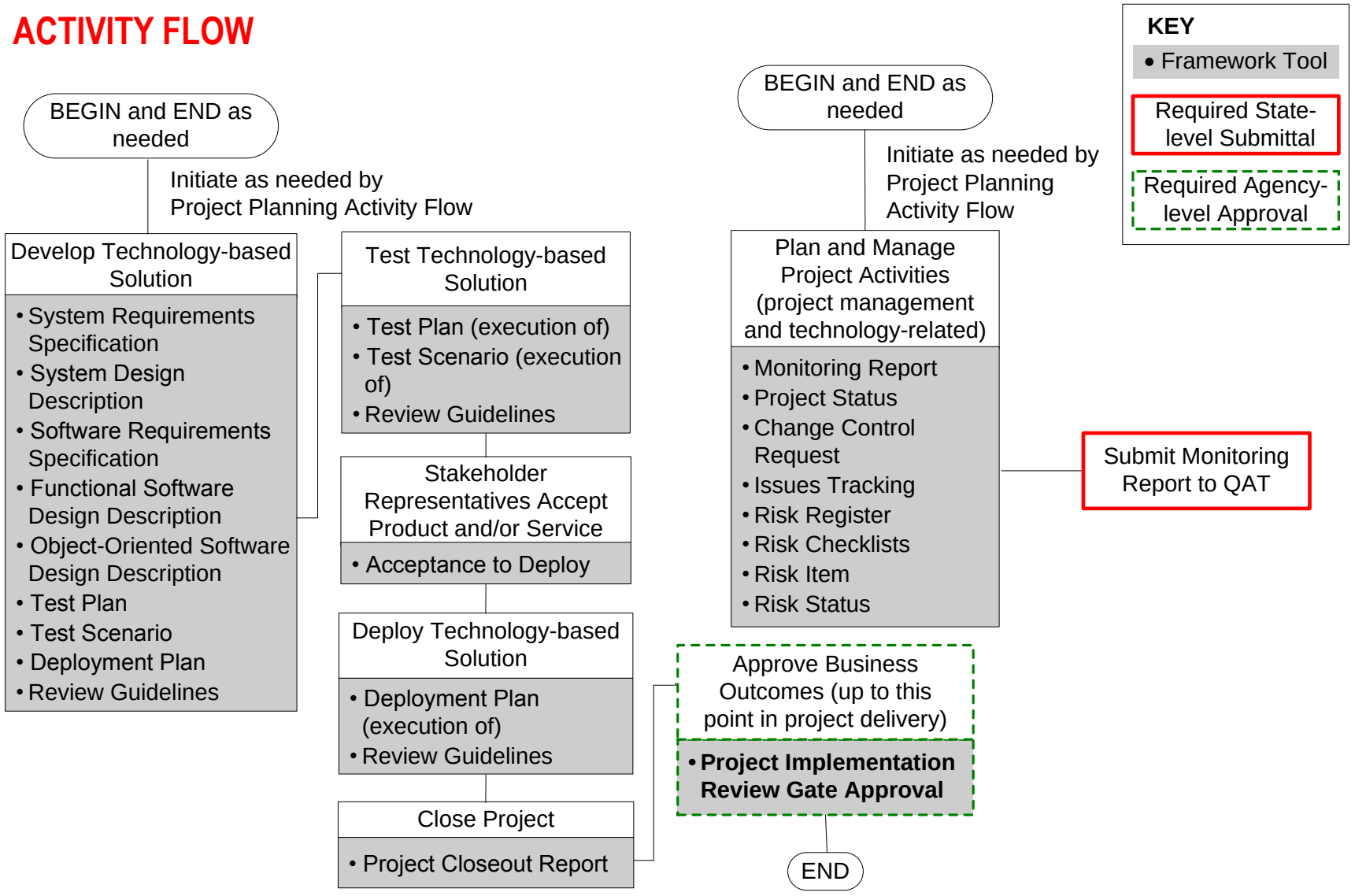
Review Gate: Project Implementation

ACTIVITY FLOW



Review Gate: Project Implementation

ACTIVITY FLOW

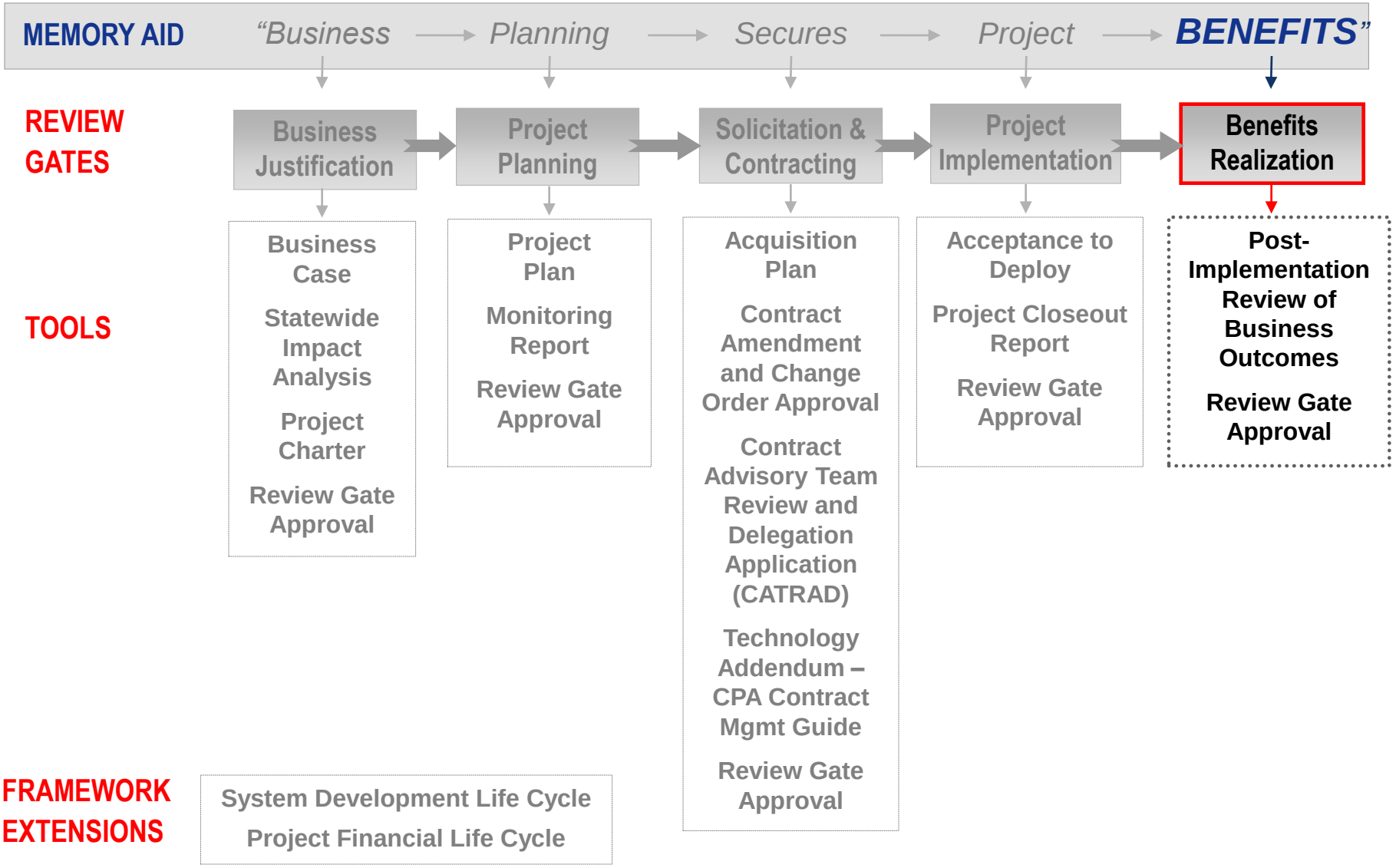


TEXAS PROJECT DELIVERY FRAMEWORK

Benefits Realization

FRAMEWORK FUNDAMENTALS
FW100

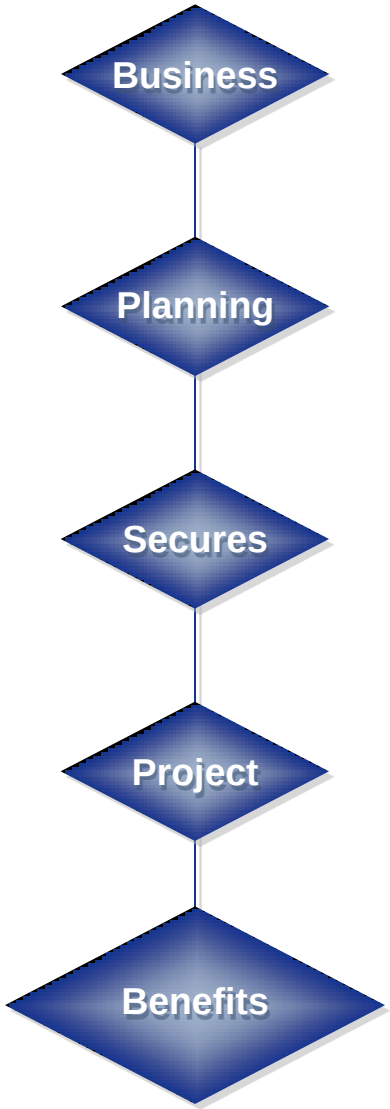
The Framework



Review Gate: Benefits Realization

"BUSINESS PLANNING SECURES PROJECT *BENEFITS*"

- **What were the expected benefits and business outcomes that were not realized?**
- **What were the expected performance standards that were not satisfied?**
- **What are the lessons learned and process improvement recommendations based on this experience?**

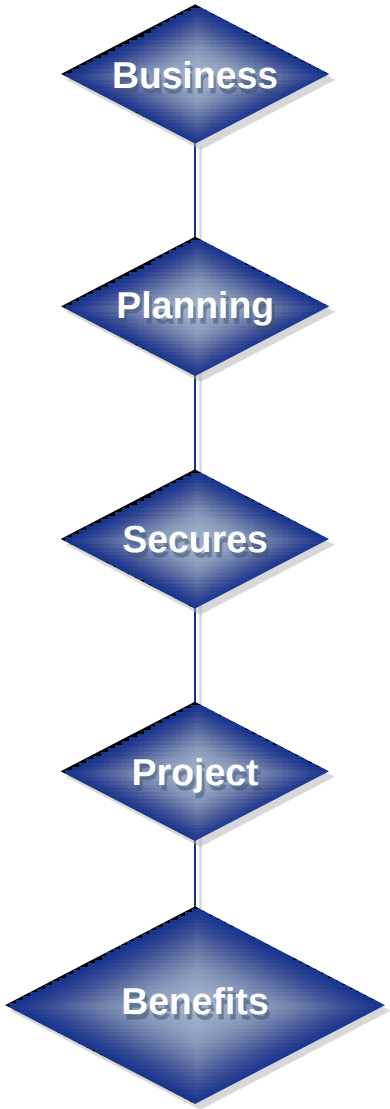


Review Gate: Benefits Realization

REQUIRED DELIVERABLES

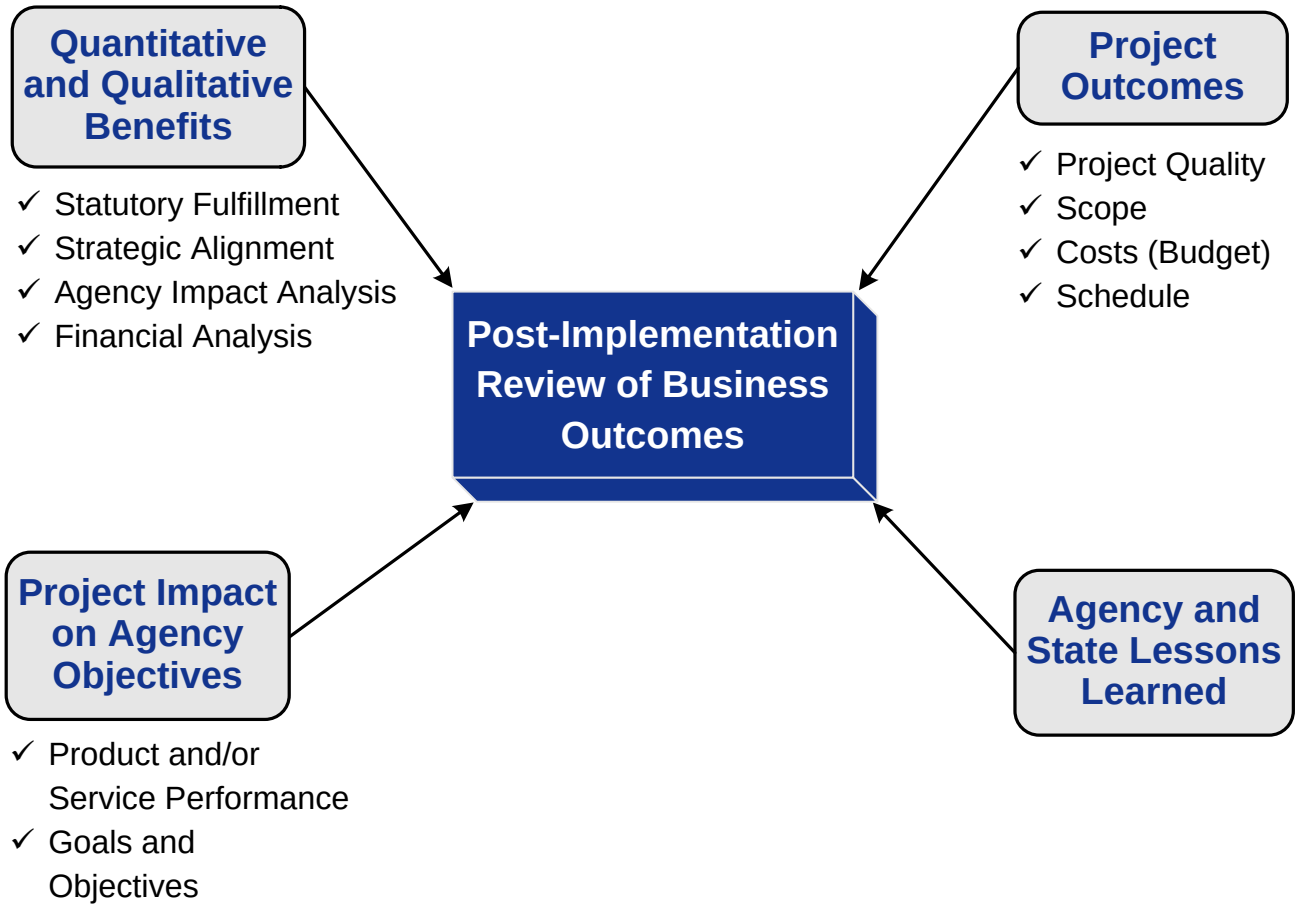
- **Post-Implementation Review of Business Outcomes**
  - Documents project success based on evaluation of whether the product and/or service meets the stated business goals and objectives, including business outcomes

- **Benefits Realization Review Gate Approval**
  - Requires agency head approval at this point of project delivery



Review Gate: Benefits Realization

POST-IMPLEMENTATION REVIEW OF BUSINESS OUTCOMES



Review Gate: Benefits Realization

POST-IMPLEMENTATION REVIEW OF BUSINESS OUTCOMES BASICS

- **Comprehensively evaluate business outcomes from different perspectives**
  - Performance of product and/or service as defined in the Project Plan
  - Actual results of evaluation factors as determined in the Business Case
  - Impact of project quality, scope, cost, and schedule
- **Remember all project benefits may not be realized at that point in time**
- **Use regardless of reason for project closeout**

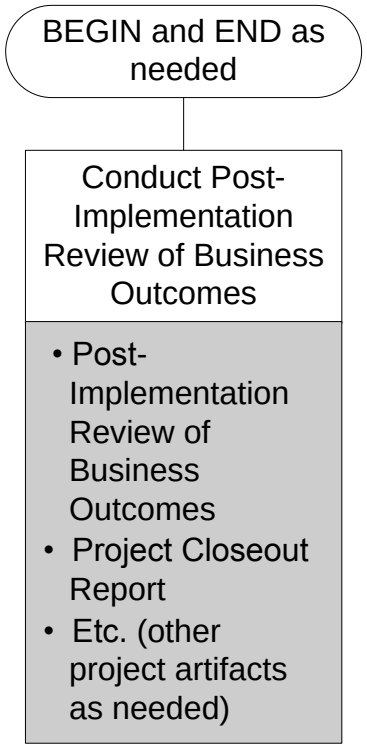
Review Gate: Benefits Realization

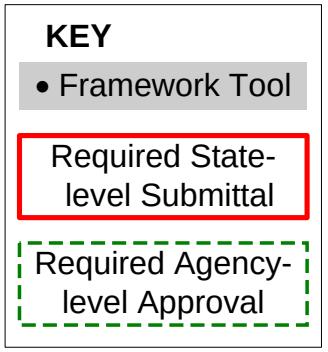
REVIEW GATE APPROVAL BASICS

- Evaluate whether the business problem was solved, recognizing the solution is already operational
- Understand key lessons learned and process improvements
- Understand forecasted benefits
- Ensure plans are developed comprehensively for future post-implementation evaluation

Review Gate: Benefits Realization

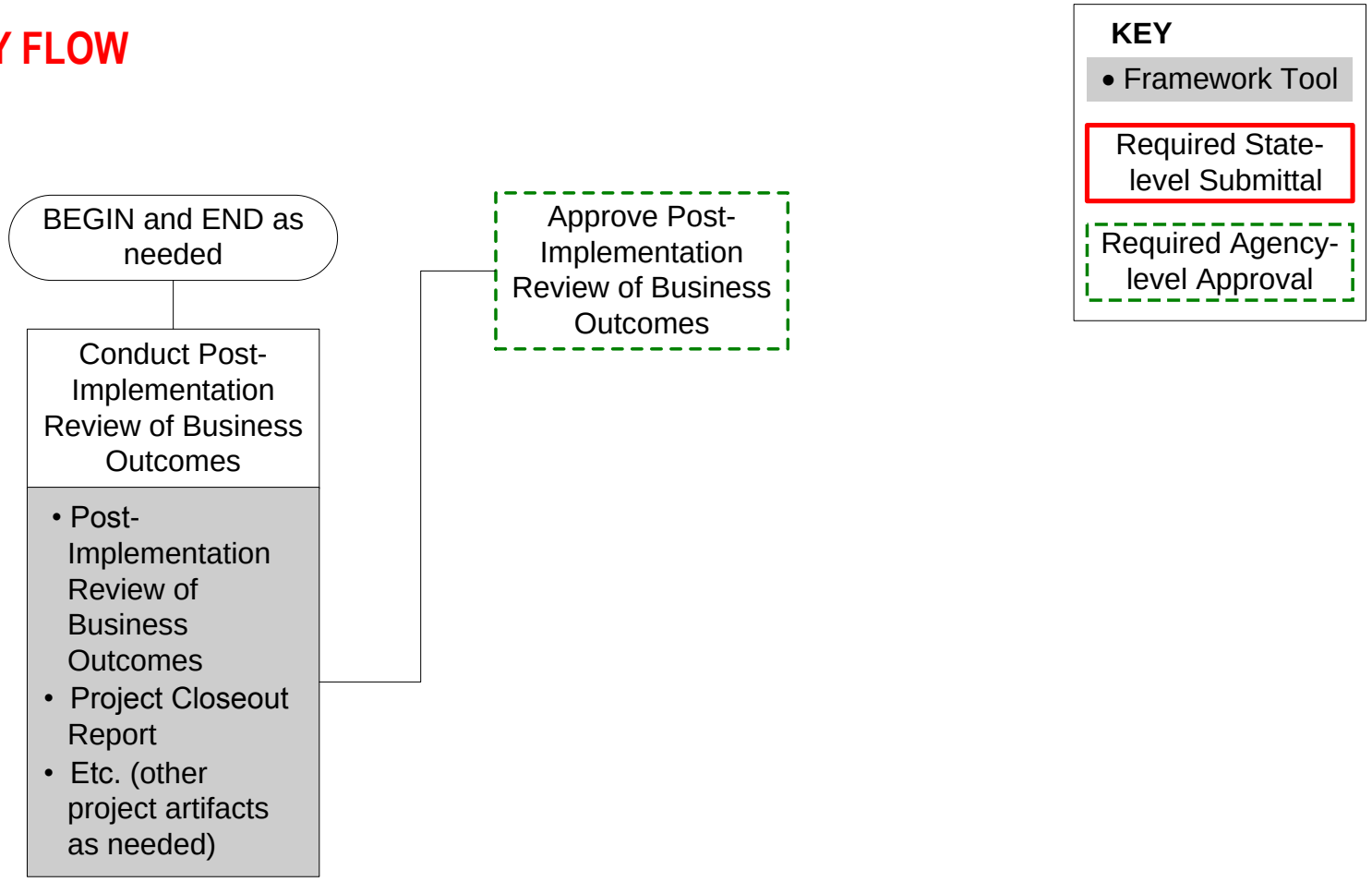
ACTIVITY FLOW





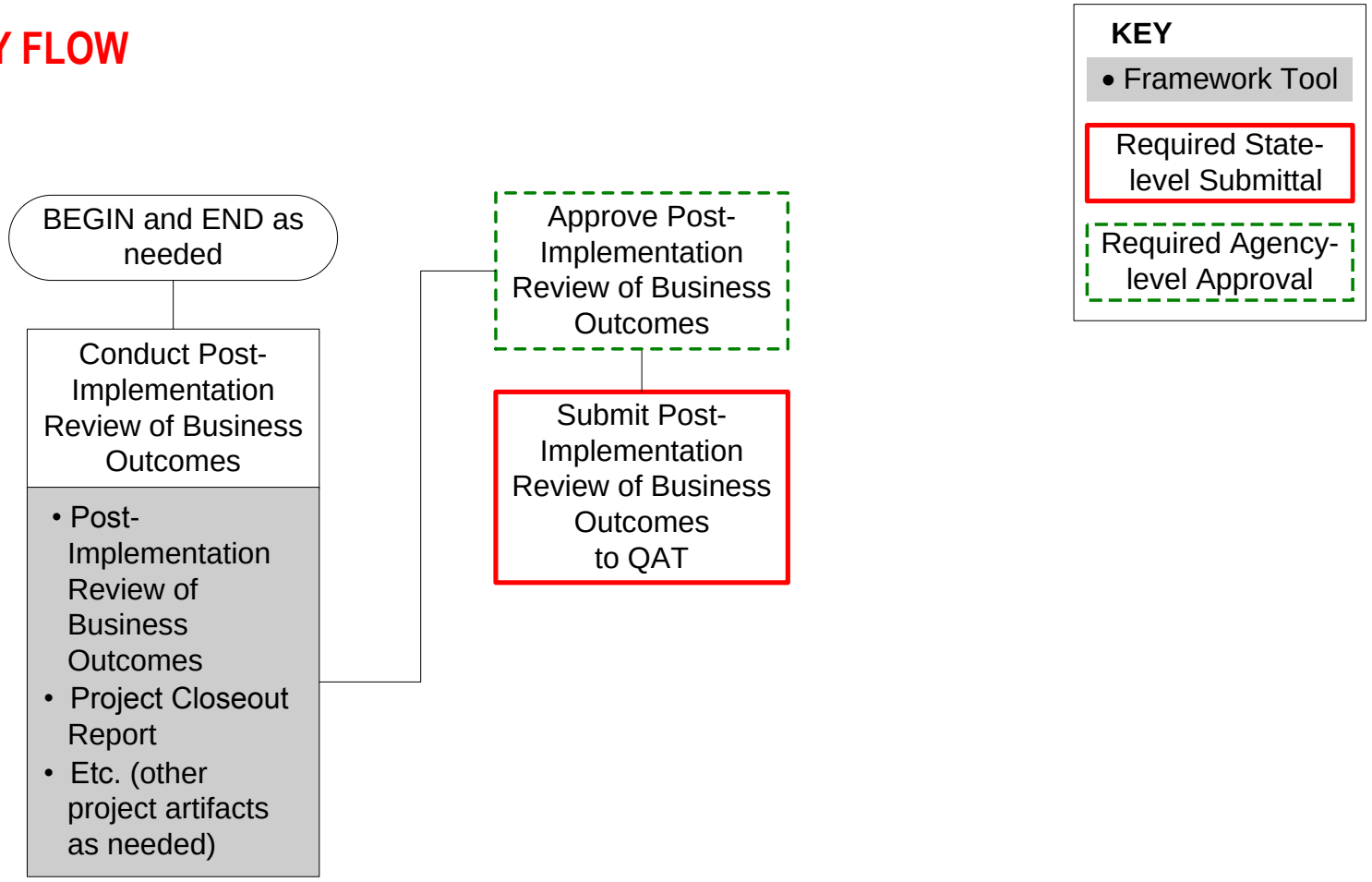
Review Gate: Benefits Realization

ACTIVITY FLOW



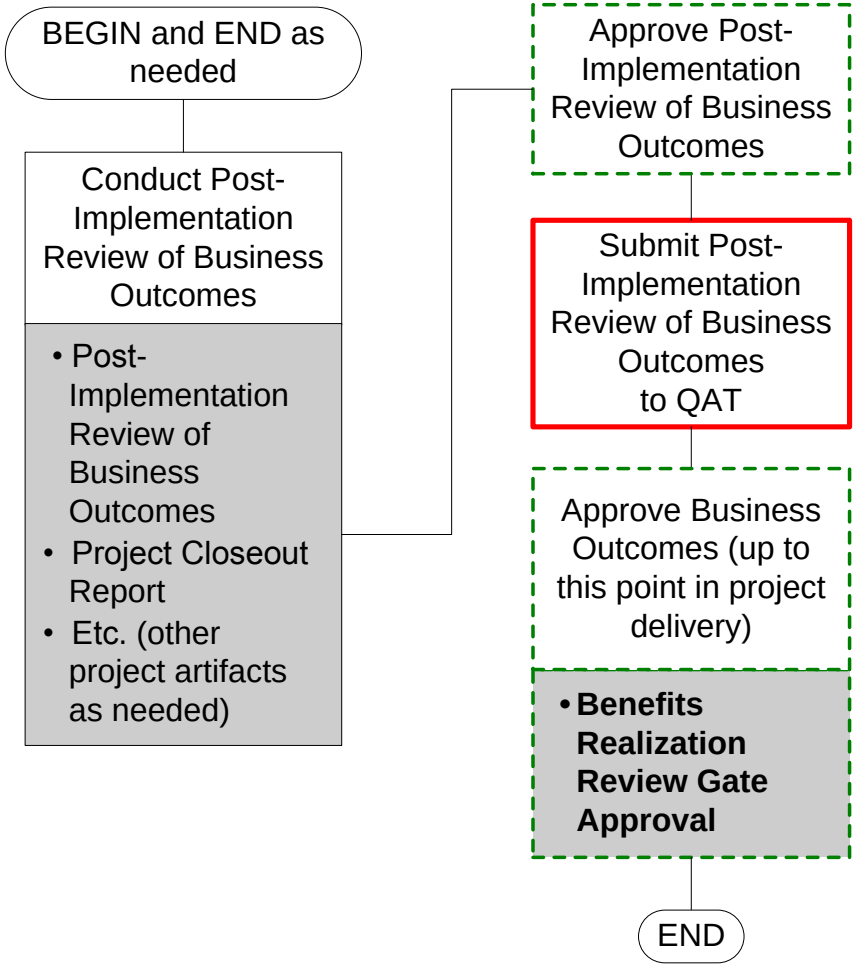
Review Gate: Benefits Realization

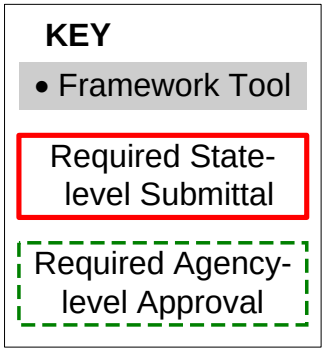
ACTIVITY FLOW



Review Gate: Benefits Realization

ACTIVITY FLOW





TEXAS PROJECT DELIVERY FRAMEWORK

Submission Requirements

FRAMEWORK FUNDAMENTALS
FW100

Framework Submission Requirements

FRAMEWORK QUICK REFERENCE BASICS

- **Identify by review gate each Framework tool and its statutory references, agency-level approval authorities, and submission entities**
- **Reference as often as possible**
- **Recognize some deliverables are required, but not submitted**
- **Always review submission delivery methods**
  - Submit to specified contact via email
  - Submit as a searchable PDF file, except for Business Case Workbook
  - Include cover page with original signatures within the searchable PDF file

Framework Submission Requirements

BUSINESS JUSTIFICATION REVIEW GATE QUICK REFERENCE

Tool	Required	Statutory Reference	Approved By	Submit To
Business Case *	Yes	2054.303	Agency Head Executive Sponsor Technology Sponsor Project Manager Information Security Officer	QAT
Statewide Impact Analysis *	Yes	2054.303	Agency Head Executive Sponsor Technology Sponsor Project Manager Information Security Officer	QAT
Project Charter	Yes	2054.307	—	—
Business Justification Review Gate Approval	Yes	2054.307	Agency Head	—

* The Business Case and Statewide Impact Analysis must be resubmitted to the QAT if project cost increases by more than 10%.

Framework Submission Requirements

PROJECT PLANNING REVIEW GATE QUICK REFERENCE

Tool	Required	Statutory Reference	Approved By	Submit To
Project Plan	**Yes**	**2054.304 / 2054.1181**	**Agency Head** **Executive Sponsor** **Technology Sponsor** **Project Manager** **Information Security Officer**	**QAT**
Supplemental Tools: Project Plan • Project Contact Register • Work Breakdown Structure • Change Control Request • Issues Tracking • Project Status • Quality Register (*) • Quality Project Areas, Categories, & Measures • Communication Register (*) • Configuration Items Register (*) • Performance Register (*) • Performance Project Areas, Categories, & Measures • Risk Assessment Tables • Risk Register (*) • Risk Checklists • Risk Item • Risk Status	**No**	**—**	**—**	**QAT – if marked (*)**
Monitoring Report	**Yes**	**2054.1181**	**—**	**QAT**
Project Planning Review Gate Approval	**Yes**	**2054.307**	**Agency Head**	**—**

Framework Submission Requirements

SOLICITATION & CONTRACTING REVIEW GATE QUICK REFERENCE

Tool	Required	Statutory Reference	Approved By	Submit To
Technology Addendum — CPA Contract Management Guide	Yes	2262.101	—	—
Acquisition Plan (identified in 2054.305 as Procurement Plan)	Yes	2054.305 / 2054.1181	Agency Head Executive Sponsor Technology Sponsor Contract Manager Project Manager Legal Information Security Officer	QAT
Contract Advisory Team Review and Delegation (CATRAD) Application — CPA	Yes	2262.101	—	CAT
Contract Amendment and Change Order Approval	Yes	2054.307	Agency head approval – if contract costs increase above 10% or contract completion date changes significantly	QAT – if contract costs increase above 10%
Solicitation & Contracting Review Gate Approval	Yes	2054.307	Agency Head	—

Framework Submission Requirements

PROJECT IMPLEMENTATION REVIEW GATE QUICK REFERENCE

Tool	Required	Statutory Reference	Approved By	Submit To
Acceptance to Deploy	Yes	2054.307	—	—
Project Closeout Report	Yes	2054.307	—	—
Project Implementation Review Gate Approval	Yes	2054.307	Agency Head	—

Framework Submission Requirements

BENEFITS REALIZATION REVIEW GATE QUICK REFERENCE

Tool	Required	Statutory Reference	Approved By	Submit To
Post-Implementation Review of Business Outcome	Yes	2054.306	Agency Head Executive Sponsor Technology Sponsor Project Manager Information Security Officer	QAT
Benefits Realization Review Gate Approval	Yes	2054.307	Agency Head	—

Framework Submission Requirements

SUBMISSION REQUIREMENTS TIMELINE BASICS

- Understand relation to LBB practices
- Recognize previously approved projects that cause total project costs to change by more than 10% require submission of a revised Business Case and Statewide Impact Analysis
- Clearly establish how internal project management practices impact the submission timeline

TEXAS PROJECT DELIVERY FRAMEWORK

Statewide Practices that Promote Alignment

FRAMEWORK FUNDAMENTALS
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Statewide Practices that Promote Alignment

FRAMEWORK PRACTICES THAT PROMOTE ALIGNMENT WITH AGENCY PRACTICES

- **Framework Version History**
  - Relies on use of a Tool Version Inventory
  - Communicates revisions to Framework guidance, and each tool, separately
  - Enables agencies to identify and understand past revisions for audit, quality assurance, and other purposes

- **Framework Change Advisory**
  - Provides a method for any agency to submit change requests
  - Involves a Framework Change Advisory Board, which recommends revisions to DIR based on the submitted change requests
  - Promotes shared responsibility for the effectiveness and usefulness of the Framework in terms of alignment with agency needs

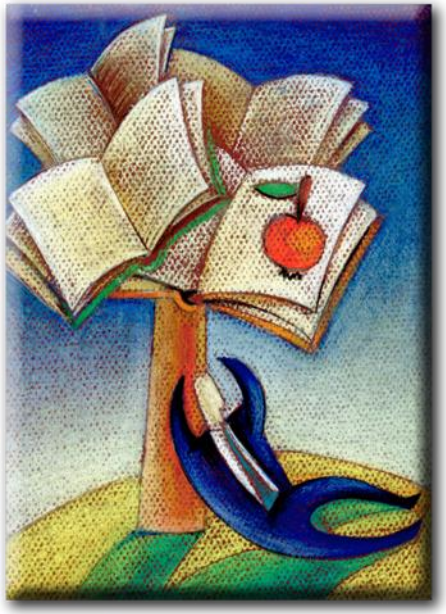
Statewide Practices that Promote Alignment

POLICY PRACTICES THAT PROMOTE ALIGNMENT WITH AGENCY PRACTICES

- **Quality Assurance Team (QAT) Charter & Policy and Procedures Manual**
  - Communicate function, roles, and responsibilities of the QAT
  - Provide a basis for agencies to align procedures with QAT procedures
- **DIR Policy Announcements**
  - Provide agencies the ability to receive e-mail notifications via a listserv
  - Communicate Framework releases
  - Alert agencies to upcoming Project Delivery events

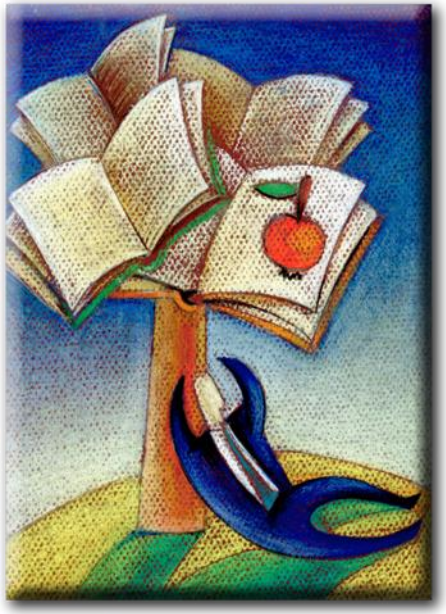
Status of the Framework

- **DIR released Framework version 2.6 in November 2011, which included**
  - Business Case version 2.0
  - The Project Financial Life Cycle Extension



FRAMEWORK:

- **Blends business with technology by engaging those typically not involved in technology-based solutions**
- **Helps agency heads assess the agency's ability to manage state investments by**
  - Focusing on technology alignment with business goals and objectives
  - Providing guidance for assessment and approval
  - Establishing a clear line of accountability
- **Works in concert with existing agency-level project management practices (e.g., project management methodology, program governance)**
- **Works in concert with the policy and procedures of state-level entities such as the QAT and CAT**



HOW MAY WE HELP?

CONTACT INFORMATION

- projectdelivery@dir.texas.gov